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THE UNIVERSITY OF HONG KONG

EXAMINATION OF THE RELATIONSHIP BETWEEN THE
ORGANIZATIONAL CULTURE OF THE DEVELOPERS and THE
SATISFACTION OF THE RETAIL TENANTS IN CHINA's SHOPPING
CENTRES

A DISSERTATION SUBMITTED TO

FACULTY OF ARCHITECTURE

IN CANDIDACY FOR

THE DEGREE OF

BACHELOR OF SCIENCE IN SURVEYING

DEPARTMENT OF REAL ESTATE AND CONSTRUCTION

BY

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Declaration

I declare that this dissertation represents my own work, except where due acknowledgment is made, and that it has not been previously included in a thesis, dissertation or report submitted to this University or to any other institution for a degree, diploma or other qualification.

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ABSTRACT

Buoyed up by its steady accelerated economic growth, China's retail market has undergone a rapid development during recent years. The retail sector has transformed dramatically over the past two decades. In the 1980s, China was dominated by local brands selling through large, state-owned department stores in a limited number of traditional downtown retail precincts. A combination of factors, including growing disposable incomes, the entrance of foreign brands into China, the liberalization of urban land tenure regimes and the improved urban accessibility have all encouraged the bustling emergence of modern shopping centres.

To survive under the fierce competition, it is important for developers to understand customers' needs so that customers' satisfaction is generated. Besides the shoppers, retail tenants are also major customers. In view of the significant revenue and profit which developers earn through rent, turnover and management fee, retail tenants are in fact the key customers for shopping centres.

In this research paper, a survey study by means of questionnaires is conducted to give statistical evidence to prove the correlation between the organizational culture of

developers and the satisfaction of retail tenants in China's shopping centres. The empirical evidence reviewed that companies with dominant hierarchy culture can obtain higher satisfaction from the retail tenants. On the other hand, companies which are dominated by clan culture would have retail tenants with lower satisfaction.

The results in this study aim to provide useful insight for the developers in China to implement better management so that retail tenants' needs and satisfaction are more aptly fulfilled. Hopefully, this dissertation will provide a foundation for scholars to further explore on this topic.

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CHAPTER ONE

Introduction

1.1 Background

China's retail sector has transformed dramatically over the past two decades. Even in the early 1990s, China's retail market was still dominated by local brands selling in large, state-owned department stores and in a limited number of traditional downtown locations in major cities. A combination of factors, including growing disposable incomes, the entrance of foreign brands into China, the liberalization of urban land tenure regimes and improved urban accessibility all contributed to the emergence of modern shopping centres and the growing of new shopping districts.

In recent years, large scale shopping malls continuously to open in different cities in China especially those first tier cities like Shanghai and Beijing.

Due to the relatively higher disposable incomes and larger concentration of

expatriate population and the growing number of middle class, these first tier and second tier cities will attract more and more development of modern shopping centres, The fierce competition between shopping centres has increased significantly and is expected to continue in the first tier cities and second tier cities. Advancement in the transportation network like this High Speed Rail Link will further accelerated the level of competition. To survive under the highly competitive market, owner of shopping centres have to understand their clients in particular the retail tenants and found ways to satisfy their requirements and meet their expectations.

The main revenue from a shopping centre is rental income, management fee and turnover rent. Management fee is fixed generally on per square foot basis. However rental income and turnover rent are dependent on the attractiveness of the shopping centre and the ability to generate the amount of gross receipts. Thus, the higher the gross receipt the higher the turnover rent that the Landlord of a shopping centre can earn, Though the revenue are calculated on different basis, they are all coming from the sane party- the retail tenants. It is therefore, very important to maintain a good relationship between the owners/ developers of the shopping centres and their retail tenants.

As no research had been undertaken before to assess and discuss the inter-relationship between the organizational culture of the shopping centers developers and the satisfaction of retail tenants. This study attempts to investigate and test whether any relationship exists between the two. In this research, the focus is confined to the China market. With this in mind, shopping centers in China had been chosen and retail tenants who were present in those selected shopping centres were the target to study.

1.2 Aim and Objectives

1.2.1 Aim

The aim of this study is to examine whether there is any relationship between the organizational culture of a shopping centre developer/ owner and the satisfaction of its retail tenants in China.

The basis of the study would be based on the four culture types of organizational culture namely clan culture, adhocracy culture, market

culture and hierarchy culture. The satisfaction of retailers was focused mainly on the hardware of a shopping centre in both the tenant areas and common areas perspective.

1.2.2 Objectives

The objectives of this research paper are stated as follow:

- 1 To understand and diagnose the organizational culture profiles of the shopping centers developers in China.
- 2 To find out the satisfaction level of those retail tenants who have entered the China market towards several aspects of the shopping centres.
- 3 To establish whether there is correlation exists between the organizational culture of the developers and the satisfaction level of the retail tenants.

1.3 Importance of Study

According to the suggestions of Morris (1992) and Ronder (2003), identifying the appropriate culture for an organization is an advantage for the organization because the performance and success of an organization can be influenced by the organizational culture. An effective organizational culture is the key component for an organization be able to compete and to succeed in the long run. Cameron & Quinn (1999) also suggested the effect on improving performances and long-term effectiveness of an organization can be gained by understanding the organizational culture. Thus, to improve the current performances and management of a company in order to compete in this ever changing world, it is necessary to comprehend the organizational culture of that company.

As mentioned, competitions between shopping centres have increased tremendously in China. In order to outperform others, property developers have to understand the needs and the requirements of one of their clients- the retail tenants. Therefore in this research, it will also review the satisfaction level of the retail tenants in the various shopping centres.

After identifying the organizational culture profiles of the shopping centre developers and getting the satisfaction of retail tenants in the various selected shopping centres. The research further attempt to study whether there is correlation between the organizational culture of the developers and the satisfaction of retail tenants. If yea, it could provide an insight for the developers to improve their competitiveness and to gain the heart of more retailers. Since there is no study on this topic before, hopefully this research will provide a good starting point for scholars to do further studies on this topic.

1.4 Methodology

In order to achieve the objectives of this research mentioned in the previous section, the following methodology will be adopted:

1.4.1 Objective One

To achieve objective one, firstly it is important to enclose a detailed understanding and knowledge on culture and organizational culture. The study of culture is acting as a foundation. Concept of organizational

culture can be obtained through literature review. Literature reviews consist of reading journals, books and related research papers. Literature reviews form a solid foundation for the research. The knowledge acquired through literature reviews will act as a theoretical basis and prepare for the setting up of questionnaire surveys, analysis of the findings and developing a conclusion.

Based on the literature reviews, questionnaire surveys were designed to collect data from the targeted samples. Data collected would be analyzed and the respondents' organizational culture profile could be identified. The data collected will be analyzed by Organizational Culture Assessment Instrument under the Competing Value Framework, based on Cameron & Quinn (1999). Organizational culture of the targeted samples will be grouped into four types, namely Clan culture, Adhocracy culture, Market culture and Hierarchy culture.

After the classifications have been done, statistical tests will be done to testify the validity of the results. Moreover, in-depth analysis and discussion will be carried out.

1.4.2 Objective Two

In order to attain objective two, it is essential to find out the views and satisfaction level of retail tenants in different shopping centres. Again, literature reviews will be done in order to develop the knowledge and understandings on the concept of satisfaction and customers' satisfactions.

After studying the literature reviews, interview will be conducted in order to prepare a set of questionnaire surveys. Questionnaire surveys will then be used to collect the views from the targeted respondents. The results of the questionnaire surveys will be used to evaluate and analysis the degree of satisfaction that retail tenants have towards the hardware of the shopping centers. For the hardware of the shopping centres, it will cover both tenant areas and the common areas.

1.4.3 Objective Three

The literature reviews and the data collected from the two sets of

questionnaire surveys will be used to analyzed and derive objective three.

Test of association will be used to find out if there is any relationship between the organizational culture of the developers and the satisfaction of the retail tenants in the shopping centres. Spearman Correlation Coefficient is applied for the investigation. The test is to show whether there is any significant correlation coefficient established between the two.

Follow-up interviews will be conducted as qualitative data in order to discuss the results from the perspectives of the respondents.

1.4.4 Conclusion

Conclusions will be drawn in the last chapter. In addition, any limitations will be pinpointed and discussed. Moreover, recommendations and suggestions will be recommended for further study.

1.5 Outline Content of the Dissertation

The dissertation is mainly divided into 3 parts.

Part One:	Introduction	(Chapter 1)
Part Two:	Literature Review	(Chapter 2-4)
Part Three:	The Research	(Chapter 5-8)

Part One: Introduction

Chapter 1: Introduction

It is the introduction of the dissertation. The background, aim and objectives, importance of the research, methodology and structure will be described in this chapter.

Part Two: Literature Review

Chapter 2: Literature Review on Organizational Culture

In chapter two, literature reviews on Culture and Organizational Culture will be

studied in order to have a better understanding of the term, definitions, characteristics and dimensions of organizational culture. Additional to the above, there will be introduction on competing values and competing values framework.

Chapter 3: Literature Review on Shopping Centers

This chapter reviews literature concerning shopping centers. Definitions, ideas and concepts of shopping centers will be introduced through various literatures.

Chapter 4: Literature Review on Satisfaction of retail tenants

Chapter 4 elaborates the aspects of retail tenants' satisfaction. Factors affecting the degree of satisfaction will be discussed.

Part Three: The Research

Chapter 5: Research Design

The research design of the dissertation will be discussed in this chapter. Methods used for the research, data collection, target group identification and design of questionnaire surveys will be explained.

Chapter 6: Analysis

Data collected from the respondents through questionnaire surveys will be analyzed. The organizational culture profile, satisfaction of the retailers and the correlation between the two will be studied and tested.

Chapter 7: Discussion

Further discussion will be held based on the data analysis in the previous chapter.

The discussions will cover all three sections. Firstly, the organizational culture of the responded companies. Secondly, the satisfaction of the responded companies will be reviewed. Thirdly, any relationship between the organizational culture and the satisfaction level will be discussed.

Chapter 8: Conclusion

By summarizing the findings and analysis, conclusion will be drawn. Limitation of the research would be stated and recommendations for further studies will also be proposed.

CHAPTER TWO

Literature Review on Organizational Culture

2.1 Introduction

Organizational culture is an important concept in understanding and managing an organization. Every organization has its own culture, but before understanding the concept of organizational culture, we have to have an insight on culture first. Culture is an essential basis for studying organizational culture.

In this chapter, the definition, concept, values and characteristics of culture will be introduced first. After that, the concept on organizational culture will be presented. The definition, characteristics and dimensions of organizational culture will be illustrated in the second section of this chapter.

2.2 Definition of Culture

Culture has been studied by anthropologists in the early centuries. Different

definitions were used to explain the nature of culture. Three examples of the definitions of “culture” is show in the following:

- i. Kluckhohn (1951) defined that “culture as consisting of patterns which includes the way of feeling, thinking and reacting. They are acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional ideas and especially their attached values.”
- ii. Kroeber & Kluckhohn (1952) described “culture as the values, viewpoints and beliefs shared by members of the society. Moreover, is the patterns of behaving, feeling and reacting shared by the society, including the unstated premises underlying that behavior; and habitual and traditional ways of thinking, feeling and reacting that are characteristics of the ways a particular group of people meets its problems.”
- iii. Hofstede (1990) considered “culture as the collective programming of the

mind that distinguishes one from another.”

Cooke & Rousseau (1988) said that “culture was treated as a set of cognitions shared by members of a social unit.” Burke & Michela (2000) considered that culture is within the scope of values, norms and schemas. Hofstede (2001) advanced that value is to be held by individuals as well as by collectives while culture is assumed as a collectivity. Thus, culture can be defined as values manners and beliefs of the members in the society and they are distinguishable. However, Sackman (1992) keyed out that definitions of culture varies. It depends on the use of central concept. The concept may include ideologies, a coherent set of beliefs, basic assumptions and a set of shared core values. Therefore, there is no conclusion or definite answer on which kinds of definitions are the best.

2.3 Characteristics and Dimensions of Culture

After looking at the definitions of culture, the characteristics and dimensions of culture will be studied in the following section.

Hofstede (1991) carried out some comparison. He compared different cultures with one another and has identified 5 dimensions of culture. They are the followings:

i. Power distance

“It is the degree of inequality in power between a less powerful individual and a more powerful other, in which both belong to the same social system. It is accepted by them and supported by their social environment to a considerable level. Societies with higher power distance will tolerate greater inequalities in the distribution of wealth, power, prestige and status; societies with lower power distance will suppress in other words.”

ii. Uncertainty avoidance

“Different societies have adapted to uncertainty in different ways. These ways differ in nation or organization. Ways of coping with uncertainty reflect the collectively held values. Some may use technology, rules,

religion and rituals. In low uncertainty avoidance cultures, people embrace innovation and are more tolerant of unusual behaviours. Different people in different places will have their values in avoiding uncertainties. It indicates that each nation will have different culture in avoiding uncertainty.”

iii. Individualism and collectivism

“It reflects how people live together. It also affects the nature of relationship between a person and the organization, to which he belongs and the reasons of members to comply with organizational requirements and the types of persons admitted into positions of special influence in organizations. People in strong collectivism nation would concern the public matters, while people in the individualist society would only concern particular events. People would like to do whatever they want in the individualist society.”

iv. Masculinity and femininity

“It is a common pattern of male assertiveness and female nurturance due to the implications of biological differences between the sexes for emotional and social roles of the genders. But it should be noted that men always behave in a more masculine manner than women, and women always behave more feminine than men. Attitudes towards the two sexes in a country could form a culture difference. Masculine culture clearly separates gender roles which stresses on work, careers and wealth acquisition. In feminine culture, gender roles are less distinct. It focuses more on relationship, physical environment and services to the community.”

v. Long-term and short-term orientation

“It is based on the teachings of Confucius, persistence and thrift to personal stability and respect for tradition. The long term orientation culture focuses on the long term horizons and history. The short term orientation culture focuses on short term horizons and present”

Moreover, other approaches have been used by other researchers or scholars in order to study culture. Beyer & Trice (1993) have studied culture with different perspectives and they have identified 6 characteristics of culture and they are the followings,

i. “Collective”

- Culture must be formed through interactions with others instead of individuals acting alone.

ii. “Emotionally changed”

- Anxiety can be managed by culture and formation of culture should consist of emotion as well.

iii. “Historically based”

- Culture is developed by interaction and sharing among people for a certain period of time. Thus, history should not be ignored and should be a basis for culture.

iv. “Inherently symbolic”

- Culture is symbolic to emphasize expressive, being the most basic unit of cultural expression for identification.

–

v. “Dynamic”

- As culture develops, there will be continuously changes over time; and

vi. “Inherently fuzzy”

- Cultures are not monolithic single sets of ideas; it always consists of confusion with ambiguities.

–

These characteristics should be carefully considered or studied when classifying or analyzing a culture.

2.4 Definition of Organizational Culture

After studying the definitions and the concept of “Culture”, the definitions and concept of “Organizational Culture” will be discussed in the following sections. Before going to details, it is required to recognize the differences between culture and organizational culture.

Hofstede (2001) stated that “organizations do not often reach the depth and richness of socially shared understanding of the paradigmatic cultures studied by

anthropologists, since the learning of organizational culture occurs in adulthood and members of organizations rarely live in total institutions, and thus exposes to other orientations.” Therefore, the difference between culture and organizational culture is that organizational culture pays more attention on practices than values. On the other hand, cultures pay more attention on values and less in practice.

Frost & Gillespie (1998) believed the organizational culture will provides a framework for the employees of the organization in order to understand the organization. In addition, organizational culture is an important source of direction within organizations and it has the ability in guiding the behaviour of individuals, managing people, formulating strategy and inducing organizational changes. Thus, it is vital to realize the meaning and concept organizational culture.

“Organizational Culture” was firstly introduced in 1922. However, no attentions were put on until 1979. In 1979, Pettigrew wrote a very famous paper on organizational culture. Afterwards, organizational culture was studied by several researchers. Deal & Kennedy (1982) and Peters & Waterman (1982) studied organizational culture in terms of management aspect. Since then, this

topic was widely debated. Like culture, “Organizational Culture” has many different understandings and definitions. It is characterized by many different approaches and points of view as Scholz (1987) stated. In the followings are some the understandings and definitions.

- i. Pettigrew (1979) described the term as “patterns of belief, symbols, rituals, and myths that evolve over time and function as the glue that holds the organization together.”
- ii. Hofstede (1980) views “organizational culture” as “collective programming of the mind.”
- iii. Peters & Waterman (1982) argued that “organizational culture comprises shared value.”
- iv. Wallach (1983) stated that “corporate culture is the shared understanding of an organization’s employees and how we do things around here.”

- v. Schein (1984) said organizational culture can be understood in three different levels. They are basic assumptions, values and artifacts. He also defined “organizational culture as a pattern of shared basic assumptions that the group learn as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”
- vi. Kilmann (1985) regarded “organization culture as a physical force providing meaning, direction and mobilization to members.”
- vii. Denison (1990) defined “organizational culture as the underlying values, beliefs and principles that serve as a foundation for management practices and behaviours that both exemplify and reinforce those basic principles.”
- viii. Trompenaars & Hampden Turner (1998) views “organizational culture as a way in which a group of people solves problem and reconciles dilemmas.”

- ix. Hofstede (2001), further elaborate his view mentioned in the paper 1980 and defined “organizational culture as the interactive aggregate of common characteristics that influence a human group’s responses to its environment.”

- x. Hodge, Anthony & Gales (2003) stated that “organizational culture is a pattern of the observable characteristics that make up the culture, the taken-for-granted and shared meanings, beliefs and assumptions that people in the organization use to cope with problems, adapt to external conditions, and develop internal integration. The culture is a force that directs behaviour of individual members within an organization so that there are consistency and predictability within the organization.”

The purpose of this paper is not arguing which definition or concept is the most appropriate. All the above definitions are to illustrate the nature of organizational culture. Despite the diversities, the basic idea of organizational culture is a set of meanings and understandings communing by the workers of an organization. The culture can guide the behaviour of individuals in terms of view, belief, judgments and acting. It can be passed on within an organization through

interaction and communication.

2.5 The characteristics of Organizational Culture

According to Frost & Gillespie (1998), it is easier to identify an organization by firstly understanding the characteristics of the organizational culture. Understanding the characteristics of the organizational culture can further improve the management of the organization.

The characteristics of organizational culture were first found in 1984 by Bate. He identified three characteristics of culture. “Firstly, culture is implicit in the minds of men. The components of organizational culture are constructed internalized. Secondly, the ideas, concept and value of culture are shared in common which means the organization has a shared perspective. Thus, the culture is shared in nature. Thirdly, culture is spread by a process of socialization. This gives a characteristic of continuity to the past on culture.”

In 1990, Hofstede classified organizational culture into four categories. Hofstede et al. (1990) classified organizational culture into symbols, heroes,

rituals and values.

- i. “Symbols are gestures, language, pictures, words and objects that carry complex meanings recognized as only by those who share the common culture.”
- ii. “Heroes are persons alive or dead, real or imaginary, who possess characteristics that are highly prized in the culture and are often served as a model of conduct.”
- iii. “Rituals within a culture are considered as activities that are socially essential. Thus, to keep the individual bound within the norms of the collectivity.”
- iv. “Values are the core of organizational culture. Values cannot be observed and can be feelings that are unconscious and rarely discussable.”

Furthermore, Hofstede (1991) further elaborated the characteristics of organizational culture into six features and are as follows:

- i. Holistic
- ii. Historically determined
- iii. Socially constructed
- iv. Soft
- v. Difficult to change
- vi. Related with anthropological change

Therefore, hopefully by understanding the characteristics of organizational culture, it will help to identify the organization in the later chapter.

2.6 Dimensions of Organizational Culture

Wallach (1983) identified organizational culture into 3 dimensions, namely, bureaucratic, innovative and supportive. “Bureaucratic are procedural, structured, hierarchical, ordered, established, results-oriented, cautious, regulated and power-oriented. Innovative are creative, risk-taking, stimulating, result-oriented, challenging, pressurized, enterprising and driving. Supportive are trusting, sociable, equitable, collaborative, personal freedom, safe, encouraging and relationships-oriented.”

In 1985, Handy further elaborated the dimensions of organizational culture and had identified organizational culture into 4 dimensions, namely, power culture, role culture, task culture and person culture. “Power culture is like a web. The central power source is the main source to influence the spreading out and connection. It depends on the trust and communication with little bureaucracy. Role culture is like a Greek temple. It is strong in functions and specialties. This system is slow to react and mainly influenced by rules and procedures. There is security for individuals and the technical expertise dominates. Task culture is like a net. This culture is project oriented and their aim is to get the project done. The system reacts quickly. There is team culture and high degree of controls over their works. Unlike role culture, it is hard to produce economies of scale and depth or expertise. However, it is easy to have declining morales. Person culture is like cluster. The central point is individual and the control mechanism is impossible in the organization.”

Furthermore, McDonald and Gandz (1992) interviewed some senior managers and management consultants and suggested four dimensions of organizational culture, namely, relationship-oriented culture, change-oriented

culture, status quo culture and task culture. “Relationship-oriented culture emphasizes on the values of the considerations, fairness, social equality, cooperation, humor, courtesy, openness and moral integrity. Change-oriented culture emphasizes the values of creativity, adaptability, experimentation, development and autonomy. The status quo culture emphasizes the values of cautiousness, formality, orderliness, logic, economy and obedience. The task culture emphasizes the values of initiative, aggressiveness and diligence.”

In 2001, Hofstede carried out a research on the dimensions of organizational culture and has stated six dimensions to distinguish organizational culture and they are the followings:

- i. Process oriented versus results oriented – It shows the concern of means to the concern of job outcomes.
- ii. Employee oriented versus job oriented – It shows the concern for people to the concern for getting the job done.
- iii. Parochial culture versus professional – It shows the units whose

employees derived their identity largely from the organization to units in which people identified with their type of job.

- iv. Open-system versus closed-system – It shows the communication climate and ease of admission.
- v. Tightly controlled versus loosely controlled – It shows the formal and punctual versus informal and casual.
- vi. Normative versus pragmatic – It deals with the ways of dealing with the environment, particularly customers.

2.7 Competing Values

2.7.1 Introduction

Reyneirse & Harker (1986) pointed out that organizational culture cannot be managed unless it can be measured. Thus, methods or tools are

needed to measure and investigate the organizational culture profile of the companies. In order to recognize the culture profile of the companies, Cameron & Quinn (1998) recommended a theoretical foundation, Competing Values Framework. Competing Values Framework is used to narrow and focus the search for key cultural dimension. It is used to set up the questionnaire surveys for respondents to investigate how their values ranked. In this research, competing values framework is used to interpret and diagnose the culture profile of the developer. In the following sections, competing values framework will be reviewed and explained.

2.6.2 Competing Values Framework

Competing Values Framework is an empirically derived framework for diagnosing change in organizational culture and integrating many dimensions being proposed. Competing Values Framework was initially developed and started with a list of indicators in 1974. In 1974, John Campbell and his colleagues created a list of indicators to measure the organizational effectiveness. The list of indicators were then studied and evaluated by Bob Quinn & Rohrbaugh (1983). They developed two

dimensions to categorize the list of indicators into four clusters. One of the dimensions differentiates effectiveness of criteria from flexibility to stability. The other dimension differentiates the effectiveness from internal orientation to external orientation. Each end of the dimensions has totally opposite assumptions from one another and it is the competing values against each other, therefore the framework is named as competing values framework.

As mentioned above, the two dimensions developed four clusters and each of the clusters represents a distinct set of organizational style associated with different organizational values. The competing values framework demonstrates the organizational forms, agreed by Cameron & Quinn (1998). In the following section, the details of the four quadrants will be reviewed.

2.7.3 Four types of Organizational Culture

Cameron & Quinn (1999) defined the four types of organizational culture as clan, adhocracy, market and hierarchy. The following figure

shows the four organizational cultures in the competing values framework.

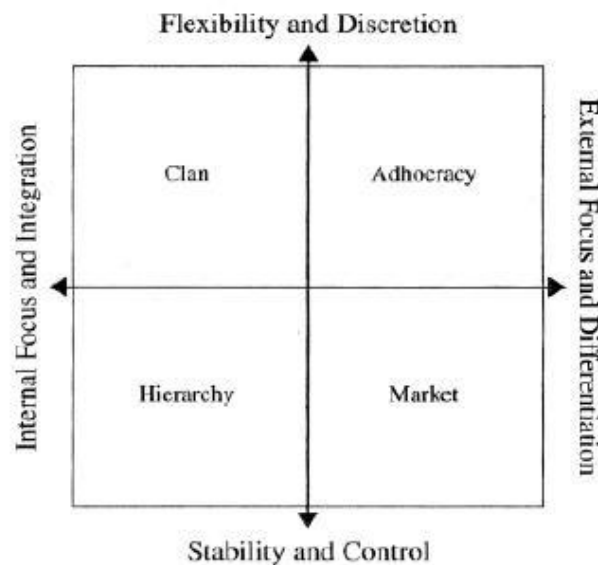


Figure 1 The four cultures in the competing values framework

Source: (Cameron and Quinn (1999) Diagnosing and changing organizational culture)

i. Clan Culture

The characteristics of Clan culture are teamwork, employee involvement and corporate commitment to employee. People working under this culture have shared values and goals with coherence, participation, individuality and the sense of “we-ness”

In Clan culture, it is assumed that the environment would be best managed through teamwork. Also, organizations with clan culture are

developed on human relationships. Thus, give others a sense of warmth. In addition, the organizations with clan culture are held by loyalty and tradition which ultimately lead to long term benefit of individual development with high morale and cohesion within the organization.

ii. Adhocracy Culture

The characteristics of Adhocracy culture are individuality, temporary, specialized and dynamic. The aim of adhocracy culture is to foster adaptability, flexibility and innovative in order to deal with the fast-changing world.

In Adhocracy culture, the organization is assumed to be innovative and pioneering initiatives. Adaptation and innovation will lead to new resources and profitability. However, in comparison organizations with adhocracy culture will bear a higher risk with greater uncertainty.

iii. Market Culture

The characteristics of Market culture are they feature the organizational functions as a market itself. And it is oriented towards external environment rather than internal environment. Organization with market culture targets on profitability, bottom line results, secure customer bases and strength in market.

In market culture, it is assumed that the external environment is not benign but hostile, customers are choosy and interest in value. Moreover, the organizations' core value is to increasing the competitiveness and profitability. Thus, the objective is to strive for winning. Organizations with market culture are result-oriented organizations. The atmosphere is always tough and demanding.

iv. Hierarchy Culture

The characteristics of Hierarchy culture is the formalized and structured working environment. Weber (1974) raised seven

characteristics for hierarchy culture which are rules, meritocracy, separate, impersonality, accountability, ownership, hierarchy and specialization. These characteristic are thought to lead to successfulness. Organizations with hierarchy culture always have internal standard procedures and rules as guidelines for the employees. Leader is a key issue in hierarchy culture since the leader is acting as a coordinator to monitor the employees. The organizations with hierarchy culture aim for predictability, efficiency and stability of the organization.

By understanding the characteristics of the four cultures, it is obvious that different organizations with different culture can lead to different working atmosphere, working attitude and outcome. Therefore, it is necessary for us to understand the culture profile of the organizations before carrying further investigations.

CHAPTER THREE

Literature Review on Shopping Centres

3.1 Introduction

Having got general understanding of the culture and organizational culture, the following section will proceed to discuss the shopping centres. One of the objectives of this paper is to examine the relationship between the organizational culture of the developers, which have developed shopping malls in China and the satisfaction of the retail tenants in the shopping centres. Thus, we have to first obtain some information and knowledge on Shopping centres before indentify the target respondents for the questionnaire survey. The concept of shopping centres has long existed and the first description of shopping centres is written by Gruen & Smith in 1960,

“the needed place and opportunity for participation in modern community life that the ancient Greek agora (city square), the medieval market place and... town squares provided in the past. That the shopping centre can

fulfill this... urgent need of suburbanites for the amenities of urban living is convincingly proved in a large number of centres. In such centres, pedestrian areas are dilled with teeming life not only during normal shopping hours, but on Sundays and holidays when people window-shop, promenade, relax in the garden courts, view exhibits and patronize the restaurants.”

In the following section, the definition of shopping centres, the concept and classification of shopping centres will be discussed.

3.2 Definition of Shopping Centres

The term “shopping centre” is widely used in Asia Pacific region whereas in North American and other places, the term “shopping mall” is commonly used. In China and Hong Kong shopping centre and shopping mall are used interchangeably. There are lots of papers and journals about shopping centre. However, very few of them gave their own definition of shopping centres; instead, they usually referred to the definition given by Urban Land Institute in

1941, which is,

“... a group of architecturally unified commercial establishments built on site that is planned, developed, owned, and managed as an operating unit related by its location, size, and type of shops to the trade area that it serves. The unit provides onsite parking in definite relationship to the types and total size of the stores.” (ULI 1999, p.5)

According to this definition given by Urban Land Institute, retail activities that are centrally owned and managed are to be regarded as in a shopping centre. Thus, even retail activities along the same street and owned by the same owner, if they are not centrally managed, they will not be regarded as a shopping centre.

The International Council Shopping Centres (ICSC), one of the most authoritative organizations on shopping centres, has similar definition. It defined shopping centre as a group of retail and other commercial establishments that is planned, developed, owned, and managed as a single property, with on-site parking (ICSC, 2004)

In general, shopping centres are complex buildings with numbers of shops providing commercial and retailing services and products. However in 1991, ULI further refined the definition of a shopping centre. ULI stated that there must at least three commercial establishments in order to count as a shopping centre. In addition, Sim(1992) further elaborated that shopping centre is a commercial development comprises multilevel for retailing and its supporting amenities such as restaurant, hotel, office, residential units and leisure. Shopping centres can vary from very few shops to those with hundred of shops, offering a full range of shopping provisions including supermarkets, entertainment facilities, department store, etc.

3.3 Classification of Shopping Centre

Since shopping centres have a large range therefore classification system is needed to identify different types of shopping centres. There are different classification systems, for example, by the size, by the way it uses, etc. In the following section different classification systems are summarized.

3.3.1 By the ownership

The most basic classification of ownership is divided into public-owned and private-owned.

Public-owned shopping centres are the shopping centres subsidized by the government. The rents of the premises are usually much lower than those in private sector. The public-owned shopping centres are usually found in the public estate. The purpose of providing such retailing facilities was to provide daily needs for the local community and to provide job opportunities for the local community.

For private-owned shopping centres, it can be further divided into two forms. They are individual-owned lots by several owners and single-owned shopping centre with individual shop premises to be let out.

3.3.2 By the way it Uses

Shopping centres usually differentiate themselves by the way it uses.

Some shopping centres provide a variety of retail stores, services and durable goods. Examples in Hong Kong are the Pacific Place and Festival Walk. Another term we describe this type of shopping centres is “Tenant Mixed” shopping centres. The other kind of shopping centres specialize on one particular product, for example, the Golden Centre.

3.3.3 By Sizes

Using sizes to distinguish the shopping centres is the most traditional and fundamental method.

The three classification system mentioned above still have lots of limitations. Thus, Northern (1984) suggested another classification system. Northern divided shopping centres into six categories, namely, neighbourhood centres, district centres, suburban centres, regional centres, specialty shopping centres and metropolitan shopping centres. However, limitations are still present under this classification. There is still a chance that an individual shopping centre may not fall into a particular category. Therefore, ICSC (2004) redefined the categories of the shopping centres.

The classifications categorized by different scholars and the information are summarized in the following table:

Table 1 Classification System of Shopping Centre by Different Scholars

Classification System					
Shopping Centre Handbook (1985)		Development ICSC (2004)		Wee & Tong (2005)	
Area (Sq. ft.)	Type of Shopping Centre	Area (Sq. ft)	Type of Shopping Centre	Area (Sq. ft.)	Type of Shopping Centre
30000-100000	Neighbourhood Centre	30000-150000	Neighbourhood Centre	<50000	Convenience Store
100000-300000	Community Centre	10000-35000	Community Centre	50000-15000	Neighbourhood Centre
300000-500000	Regional Centre	25000-60000	Power Centre	15000-40000	Community Centre
500000-1.5 million	Super-regional Centre	40000-80000	Regional Centre	40000-1000000	Regional Centre
		80000 or more	Super regional Centre	>1000000	Super regional Centre
				>2600000	Me gamall
				250000-700000	Power Centre

3.3.4 Neighborhood Centre

Neighborhood centres are in smaller-scale compare to the others. It can also be named as Convenience Centres. Usually neighborhood centre has the provision of daily necessities for the consumers. It is designed mostly for the immediate neighborhood. ICSC (2004) suggested that neighborhood centres were anchored by a local supermarket and a pharmacy. It is also designed to serve a localized catchment population of around 5,000 to 40,000 population.

The shopping centres in public estate are considered as the neighborhood centres.

3.3.5 Community Centre

Community centres are the medium-scale shopping centres. They are designed to serve a catchment population of about 50,000 to 250,000. The community centres have a town-wide or district significance. Community centre offers a greater range of products and services when compare to

neighborhood centres according to Urban Land Institute (1977). Alexander & Muhlebach (1992) suggested that community centres anchored by junior department store and supermarkets can be found commonly. Community centres are usually located near large residential developments in order to capture a larger catchment area to support the community centres.

3.3.6 Power Centre

Power centres are also medium-scale shopping centres but they are dominated by large anchors. According to Alan & Richard (1992), 75% to 80% of the power center's gross leasing areas are occupied by anchor tenants. Thus, only small portion of the leased area is leased out to small tenants. Power Centres require a large amount of population to support. Therefore they are usually located near the metropolitan areas in order to provide higher population.

3.3.7 Regional Centre

Regional centres are designed to provide a full depth and variety of

merchandise and services as suggested by Gobar (1996). They are designed to serve a catchment population of about 250,000 to 1,000,000. The layouts, facilities and tenant schemes will take up more attention. The provisions of regional centres usually are modern department stores, supermarkets and ancillary services. Regional centres located near the transport hub are ordinary. This will help capturing large catchment populations.

3.3.8 Super Regional Centre

Super regional centres are similar to regional centres, instead, they are in bigger size, have more anchors and serve for a larger catchment population. The super regional centres are usually configured as an enclosed centre with multi level. In addition, car parking spaces are found commonly.

3.3.9 Metropolitan Centre

The objective of metropolitan centres is to serve the whole Territory

for high order comparison goods. The High order comparison goods are generated through the large number of shops mainly selling consumers' durable goods, the number of different bank, cinemas, restaurants and commercial services.

By understanding the concept and characteristics of shopping centres, it is obvious that different types of shopping centres have different requirements. In this research, the targeted group of shopping centres will include all the above except community centres. It is because the number of retailers in community centres is not large enough to produce sufficient data.

CHAPTER FOUR

Literature Review on Satisfaction

4.1 Introduction

Chia (2003) stated that customer behaviour in the retail market has received much attention due to the high competition. There are lots of research and paper looking into customer satisfaction. However, there is no research on retail tenants' satisfaction undertaken so far. Does that mean the retail tenants' satisfaction is not important?

Actually looking in a different perspective, the retail tenant is an important customer. In terms of the developers or owners of the shopping centres, shoppers are not the only customers. As mentioned in the first chapter, the main income or profit for developers or owners is from the retail tenants. Thus, the retail tenants in the shopping centres are also the customers of the developers or owners of the shopping centres.

With the continuous increasing competition in the market place, understanding tenants is very important. Through this understanding, effective marketing can be developed to attract new tenants, retain existing tenants and foster good landlord and tenant relationship. In this chapter, the retail tenants' satisfaction will be discussed by elaborating the customers' satisfaction.

Karder (2002) raised the importance of understanding the consumer behaviour in the business market by stating that organizations losing sight of their consumer will fail to compete effectively against companies that stay close to their consumers. The better the understanding, the better the products and services are developed. In order to maintain or promote the sustainable competitive advantages for the products and services, marketing plans and effective promotion are needed. Thus, can reach customers; needs and satisfy them effectively. Therefore, instead of product and sales philosophy, a new philosophy, customer-oriented philosophy has been emphasized. The customer-oriented philosophy emphasizes better understanding of customer's need and satisfies them. Sheth et al. (1999) suggested that incorporating customer satisfaction as part of the organization's mission, and utilized the understanding of the customer behaviour in the marketing plans and decision.

Thus, by taking this action, the developers of the shopping centres can maximize the profits.

4.2 Definition of customer satisfaction

There are different definitions for customer satisfaction. It is firstly defined by Howard & Sheth (1969). They defined “customer satisfaction as the purchasers’ cognitive state of being adequately or inadequately rewarded in a buying situation for the sacrifice that has been undergone.” Afterwards, Day (1975) suggested that customer satisfaction has four common elements. They are the performance of the products or services as perceived by the customer, the expectations for performances which the customer have, the perceived cost involved in purchasing and using the products or the services and the time which the satisfaction of products or services is assessed. Furthermore, Mittal & Sheth (2004) defined customer behaviour as the mental and physical activities undertaken by individuals or groups that result in decisions and actions to pay for, acquire, purchase, and use the products and services.

4.3 Importance of customer satisfaction

Oliver (1997) delineated customer satisfaction as the outcome of comparing the perceived product performance and the expectations on the product performance previously held. With this description, it shows that when performances exceed expectations there will be positive confirmation which leads to satisfaction. On the other hand, if performances are lower than expectations, negative disconfirmation and dissatisfaction results will occur. Thus, satisfaction is part of the confirmation on both expectation and performance.

There are a lot of research found that customer satisfaction is positively associated with the performance or outcome of a business. Anderson & Mittal (2000) and Oliver (1997) found that customer satisfaction is positively associated with purchase intentions. Besides, it is also positively associated with customer retention as mentioned by Anderson & Sullivan (1993) and Bolton (1998). Furthermore, Rust & Zahorik (1993) and Anderson & Fornell (1999) show that the financial performance can be influenced by the customer satisfaction. To conclude all the above, understanding, measuring and managing customer

satisfaction are beneficial to business outcome. Therefore, it becomes one of the key elements for companies that wish to create better business performances.

4.4 Concept of customer satisfaction

It is generally agreed that:

“satisfaction is a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectations” (Kotler, 2000, p.36)

Chia (2003) explained that customer satisfaction is the result of an evaluation, where the actually perceived performance is compared under some comparison standards. As mentioned in the above, when the perceived performance is lower than expectations, customers or users will be dissatisfied. If the perceived performance has met the expectations then the customers or users will be in neutral. On the other hand, if the performance is better than expected then the customers or users will be satisfied. So according to this logic, the customer expectations and satisfaction are based on how the customer assesses

the value of goods delivered. Kotler (2000) extended that the satisfaction of the customer after purchasing can also depends on the providers' performances relating to the customer's expectation.

4.5 Satisfaction on Shopping Centres

McColl (1989) pointed out that one of the significant issues that influences customer satisfaction is the shopping centres design. A few aspects of the hardware design of a shopping centre affecting the satisfaction of retail tenants have been identified. They are: the lifts, escalators, other utilities, and number of entrances and exits.

4.6 Measurement of retail tenants satisfaction

Proper measurement or method is needed to review and achieve the retail tenants' satisfaction. By knowing the retail tenants' view and attitudes towards the key aspects of a shopping centre, it will help the Developers to create and enhance better business environment by designing and sewing the retail tenants in better ways. Hill (2000) suggested that questionnaire survey will be a typical

measurement for measuring the satisfaction level of the target samples. Therefore, in this research, a typical method – questionnaire survey is used to measure the satisfaction level of the retail tenants.

The importance and concept of customer satisfaction is presented in the above. Therefore, it is necessary to investigate the satisfaction level of the retail tenants towards the shopping centres which they are present. As mentioned, questionnaire survey is the most appropriate method of collecting data. Thus, in this research questionnaire survey is conducted to measure the satisfaction level of the retail tenants. The content and focuses of the questionnaire are based on the research in 4.5.

CHAPTER FIVE

Research Design

5.1 Introduction

In this chapter, the focus is to discuss the methodology for achieving the objectives of the study. Methods used in the research will be explained.

5.2 Selection of Methodology

The purpose of this research paper is to examine whether any relationship exist between organizational culture of shopping centre developers and the satisfaction of retail tenants. This research hopefully can help developers to achieve better outcome. There are many research paper shows that culture plays an important role in the organizations. All the papers' objective is to point out the importance and significance of the organizational culture, but, there are different approaches to obtain the results. Ng (1995) suggested that to produce rich contextual information, qualitative approach will be most appropriate. On the

other hand, quantitative approach can only result with shallow contextual information but involve large amount of samples while qualitative approach is not able to. However, Tucker et.al. (1991) proposed that quantitative approach can maximize the value of precision, systematization, repeatability and comparability. Therefore, due to the time limitation and the ease of comparison, quantitative approach will be used in the research to obtain the objectives in the paper.

Questionnaire survey is one of the methods of quantitative approach. In this research, questionnaire survey is selected as a comprehensive means to diagnose organizational culture and the satisfaction.

There are several reasons for using the questionnaire survey as the method of data collection. The questionnaire survey can be distributed to the target respondents all at a time and the data can be obtained in the same time frame. This will avoid the need for visiting the respondents one by one. Thus, it is cost and time effective.

Secondly, using questionnaire survey will be easier for the target

respondents to answer because it is based on the underlying assumptions and values of the respondents. In addition, Hofstede et. al. (1990) suggested that values are implicit and conceptual. So it will be easier to express in terms of quantitative method. Moreover, researchers find it easier to analyze the results and to draw conclusion. Therefore, quantitative method is more appropriate and comprehensive to derive initial views.

On the other hand, there are still limitations of using questionnaire surveys since it is a un-directional nature of collecting data. Although the sample size can be big, the uncertainties are high too. The uncertainties include the response rate. The data obtained may vary due to the misinterpretation of questions. The results will be inaccurate and unreliable if the respondents interpret the questions wrongly. In addition, different people have different values or views and response bias may also be a shortcoming of questionnaire surveys. Schein (2004) raise out that respondents tend to resist and hide the truth when they feel defensive or they want to impress the researchers in a good sense.

In order to have a reliable questionnaire survey, the above short comings have to be addressed. The result can be improved by contacting the target

respondents in advance. Consents from the target respondents can be obtained before sending the questionnaire surveys. To avoid misinterpretation, it is important to ensure the questionnaire survey is clear and easy to understand. Samples or trial questionnaire survey can be used for testing before confirming the questionnaire survey and send to the whole sample size.

5.3 Questionnaire survey

The following part is going into the details of the questionnaire survey. Data collection, target group, questionnaire layout and demographic section will be reviewed.

5.3.1 Data Collection

In the literature review, organizational culture is defined as the values, beliefs and behaviors that shared among the individuals within the organization. Also Hofstede (2001) mentioned that individual opinions are just their own values for studying organizational culture of an organization. Therefore collectivity of opinions is required for identifying the

organizational culture. So, more than one respondent is needed during the collection of data. Otherwise the identified culture cannot represent the whole organization.

Besides, different employee from different positions may have different views and values to the organization. So in order to have a comprehensive view of the culture types, data can be collected from different employees at different levels.

On the other hand, the questionnaire survey on the satisfaction of the retail tenants only targeted on the directors or the senior managers. The targeted respondents are required to fill in more than one questionnaire survey. Thus, if they have shops in four different shopping centres then four questionnaire forms are required.

Ideally, giving the questionnaire survey in person is the best method. Yet, it will be quite inconvenient to the respondents since appointments are required. Therefore another commonly used method is to send it by email or mail. Attached in appendix is the covering letter regarding the

objectives of the questionnaire survey, importance of the data and instructions for filling in the questionnaire surveys. Furthermore, questionnaire is specially designed in an organized and easy understanding way to allow the respondents to complete the surveys within the shortest possible time and without confusion.

5.3.2 Target group

In order to obtain the objectives of the paper, the target respondents for the organizational culture questionnaire survey is focus on the developers who have developed and managed shopping centre in China.

As mentioned in the above section, not only directors and senior managers are included, employees from different positions in the companies were also invited to complete the questionnaire survey. To have comprehensive data and results, five questionnaire surveys are required from each of the developers. 70 questionnaires together with the covering letters were sent to the target respondents and they can reply via email, mail or fax.

For the questionnaire survey on the retail tenant satisfaction, the target respondents will be the retail tenants in the shopping centers. In order to make sure the views are fair enough, the target respondents have to have shops in different shopping centres. The target respondents will be asked to fill in one questionnaire survey for each shopping centre they are present. This means each target respondent has to complete more than one questionnaire surveys.

For this part of the questionnaire survey, only directors or the senior managers are invited. 20 questionnaire surveys together with the covering letters were sent to the target respondents and they can reply via email, mail or fax.

5.3.3 Questionnaire layout

There are two sets of questionnaire.

The first set is divided into two sections. The first section is acquiring the company profile while the second section is about the organizational

culture profile of the developers.

The first section will be asking about the background information of the company profile, including the name of the developer, the year of engagement and the size of the company. These information will be needed in analysis stage to achieve the objectives of this research.

As mentioned in the objectives, the study is going to capture the organizational culture of the developers who have developed shopping centers in China. The Organizational Culture Assessment Instrument was used in this section. It is for identifying the types of organizational culture that those companies belongs to as mentioned by Cameron and Quinn (1999)

Like the first set, the other set of questionnaire survey is also divided into two sections. Section one aims at collecting data and information about the company. Section two aims at measuring the satisfaction of the retail tenant in a particular shopping centre. The questionnaire survey is based on the knowledge developed through literature review and the information

gained from the interview with a senior manager of a retailer

The sample of both sets of questionnaire can refer to appendix 1 and appendix 2.

A covering letter can be found in Appendix 1, explaining the purpose of the research and giving a brief for answering it. Also, it is clearly stated in the covering letter that the data will be kept strictly confidential and will be used for academic study. Return and contact method also indicated in the questionnaire surveys.

5.4 Research Instruments

Instrument is used in this research for assessment. In this section, Organizational Culture Assessment Instrument (OCAI) will be explained for assessing organizational culture.

5.4.1 The Organizational Culture Assessment Instrument (OCAI)

There are different dimensions in culture and it is very difficult to assess and analyze culture, as Cameron and Quinn (1999) said that the culture comprises an interrelated, comprehensive, ambiguous and complex set of factors. Also Berg & Wilderom (2004) suggested that the dimensions of organizational culture must cover a broad scope of culture construct. Thus, it is difficult to include all the factors and dimensions for assessing and diagnosing the organizational culture.

However, the need to assess and diagnose the organizational culture is getting more and more important due to the increasing need to merge and mold different cultures within organizations and the ever changing external environment in which the organizations operate. Thus, framework is necessary to narrow and focus the search for cultural dimensions.

There are many methods in assessing and diagnosing the organizational culture and it is hard to say which is the best. According Cameron & Quinn (1999), the reliability in analyzing culture depends on

the sufficiency of the empirical data, the ability and validity on integration.

In this research, Organizational Culture Assessment Instrument (OCAI) is used to diagnose the type of organizational culture of the organizations, under the Competing Value Framework. According to Cameron & Quinn (1999), the organization culture can be identified into four organizational culture profiles. The questionnaire survey is used to identify the organization culture profile. The instrument is actually in the form of the questionnaire survey that requires individuals to respond to statements of six dimensions.

Competing Value Framework is regarded as useful in analyzing the culture with strong conceptual validity. It is useful in assessing important aspects of an organization's underlying culture and in predicting organizational performance. It is also found to be integrated as it can provide consolidated dimensions and attributes of culture. In addition, Maloney & Federle (1993) have identified the framework useful in presenting organizational culture differences between units within an organization because the framework provides a systematic way to assess and outline the profile of the culture. Moreover, Al-khalifa & Aspinwall

(2000) regarded the method of presenting data by the framework as unique, innovative and the data, results and the organization can be easily interpreted. Furthermore, Competing Values Framework can also be used as a basic for discussing organizational change.

The purpose of the Organizational Culture Assessment Instrument is to assess six key cultural dimension of the organizational culture and the dimensions are: dominant characteristics, leadership style, management of employees, strategic emphases, criteria of success and organizational glue. With these dimensions, the underlying assumptions and values of the organization can be identified. There are total twenty-four questions in the questionnaire survey. Five-point Likert scale will be used. Respondents will be instructed to give true information. The information will be reflected as the underlying assumptions and values of the organization.

5.5 Scaling Method

Unlike the common organizational culture questionnaire survey, in this research the scaling method mentioned in Cameron & Quinn (1999) will not be

used. The aim of this research is only to identify the current organizational culture profiles of the targeted organizations instead of identifying the preferred culture profile for the organizations. Thus, there is no need to incorporate ratings of the preferred situation of the organization in the Organizational Culture Assessment Instrument. Therefore an alternative rating scale is needed.

Five-point Likert rating system will be used in the questionnaire survey. This scaling system is commonly used in research. Respondents will be asked to rate their preferences and indicate how strongly he or she agrees with the statement. This can encourage the respondents to make the choice with numbering. According to Oppenheim (1996), the scale are set by numbering as numerical value can give certain kind of judgment. In addition, Bell (1993) suggested that the scale shows the order of responses and determine the respondents' degree of agreement with the statement. Therefore, the higher the rate represents the higher degree of agreement with the statement.

Odd-number scale is used in the research since Bell (1993) pointed out that odd-number scale allows neutral position for the respondents, while even-number scale forces the respondents to make decision towards either side.

Thus, five-point scale is used for the respondents to answer the questionnaire survey.

After the completion of the questionnaire survey, the total score will be added up. Afterwards, the prevailing organizational culture profile can be shown by plotting the scores into the chart. In addition, with the sum of the corresponding scores of the culture dimensions in the questionnaire survey, the detailed picture of the organizational culture can be mapped out.

5.6 Method of Analysis

5.6.1 Introduction

By using questionnaire survey, quantitative data is collected. After collecting the data from the questionnaire surveys, analysis is done. By analyzing the data obtained through the questionnaire survey, a general picture of the organizational culture profile of the developers and the satisfaction of the retail tenants on different shopping centres can be

mapped out.

Respondents are required to use ranking to answer the questions. Thus, these data are count as ordinal nature. The ordinal data can be used for analysis and obtain the objectives of this research. The analysis can be divided into three parts. Firstly, is to classify the organizational culture profile of the targeted developers into four types of organizational culture. Secondly, is to understand the satisfaction of the retail tenants in different shopping centers. Thirdly, is to test if there is any relationship between the organizational culture and the satisfaction.

5.6.2 Analysis One

Firstly, the OCAI scores collected through the questionnaire surveys will be classified into the types of culture. Then the scores will be compared to see the consistency of the scores between each of the developers. Afterwards, the scores will be added up, and the mean will be taken. Thus, the overall organizational culture profile with culture dimensions and types will be generated. The sample of table is shown below.

Table 2: Sample of table reflecting the overall culture profile with culture dimensions and culture types

Six Elements of OC	Average Score			
	Clan	Adhocracy	Market	Hierarchy
Dominant Characteristics	-	-	-	-
Organizational leadership	-	-	-	-
Management of Employees	-	-	-	-
Organizational Glue	-	-	-	-
Strategic Emphases	-	-	-	-
Criteria of Success	-	-	-	-
Overall OC Profile	-	-	-	-

Apart from direct descriptive analysis on the data, statistical analysis will also be made by using the Statistical Package for the Social Science (SPSS). The test “confirmatory factor analysis in SPSS Amos will be used to testify whether the data is valid or not.

After the diagnosed of the overall culture profile of the developers, further analysis will carry on. The comparisons of the culture profile will be discussed according to the different years of engagement and the different size of the company. This comparison can shows whether certain type of culture will be stronger. It is always believed that companies with longer

years of engagement have different type of culture in comparison to companies with shorter years of engagement. This may be because of the different values established in different times. The values may vary by many external factors, for example, the economic situation and the management of the organization. To make the comparison easier, the group will be divide into:

- 1) Years of engagement more than or equal to 10 years and,
- 2) Years of engagement less than 10 years.

Like the years of engagement, it is always believed that the size of the company will affect the type of organizational culture. In here, the group will be classified into

- 1) Total number of employees in the company more than or equal to 500
- 2) Total number of employees in the company less than 500.

Correlation Coefficient test will be used for testing the significance

relationship between the culture type and the years of engagement, and between the culture type and the size of the companies. A significance level of 0.05 is taken in here.

5.6.3 Analysis Two

The satisfaction of retail tenants obtained in this research is focused on the hardware of the shopping centres. The satisfaction questionnaire survey is divided into two sections. This first section is focusing on the tenant area, for example, the interior construction, headroom of the store. The second section is on the common areas, for example, the utilities of the shopping centres, the number and location of exits and entrances. These items are chosen because they directly affect the business of the retail tenants. Therefore, retail tenants tend to look at these aspects more when choosing which shopping centre to locate their shop in.

The means of the results obtained through the satisfaction questionnaire survey will be use for analysis.

5.6.4 Analysis Three

This section is going to investigate the relationship between the organizational culture of the shopping centre developers and the satisfaction level of retail tenants. The data and results obtained in analysis one and analysis two will be used and analysis.

Spearman Rank Correlation, a statistical test, will be applied to testify the existence of the relationship between analysis one and analysis two.

In general, the significant level in the entire statistical tests in this research will be set is 0.05. Results with a significant level of 0.05 or less are considered as conclusive and significant. It is because the probability that the results are obtained by chance is small. The key objective of this research is to see if there is a mutual relationship between the organizational culture profile of the shopping centre developers and the satisfaction of the retail tenants in the shopping centres. This objective can be obtained by comparing the results.

CHAPTER SIX

Data Analysis

6.1 Introduction

After conducted the questionnaire survey, results from the questionnaire survey are gathered from the targeted respondents. The data collected are empirical data for further analysis. In this chapter, the results collected through the questionnaire survey are presented and analyzed based on the methods stated in the previous chapter.

6.2 Response rate

In this research, two sets of questionnaire were sent separately.

The second set of questionnaire surveys, which is designed to obtain the retail tenants satisfaction on shopping centres, were sent to the targeted companies as mentioned before. In total, the questionnaire survey was sent to 20 companies.

Each respondent is required to fill in several sets of questionnaire surveys depending on the number of shopping centres that they have presence. 14 out of the 20 companies responded. The data obtained from these 14 respondents will be presented, analyzed and discussed. The response rate for this set of questionnaire surveys is 70% which is considered very good based on normal response rate from this sort of survey.

The first set of questionnaire surveys, which is designed to collect the organizational culture profile, was sent after the receiving of second set of questionnaire surveys. This set of questionnaire surveys was sent to the developers of those shopping centres that the respondents of the second set indicated that they have a shop's presence and have responded on. As a result, 7 sets of questionnaire surveys were sent. Each of the companies is required to complete 10 sets of questionnaires from employees at different positions. 1 out of the 7 developers didn't reply with the required 10 sets of questionnaire surveys. Therefore, only data gathered from the 6 developers' data are regarded as valid. The response rate for this set of questionnaire surveys is 85.7%.

6.3 Analysis of Results for Objective One

Results of the two questionnaire surveys will be demonstrated and analyzed in the following section.

The organizational culture profiles of each of the respondents will be shown respectively. OCAI is used to calculate the data and scores in every developer to form a culture profile within each of them. As there are ten respondents from each of the developer, the overall culture profile of the developer will be analyzed by summing up the results and a mean value will be taken in each dimension of culture. Usually research on organizational culture profile will look at both actual organization profile and preferred organizational profile of the companies. However, this analysis will only look at the actual organizational culture profile of each of the responded developers. After looking at the organizational culture profile of the responded developers, confirmatory factor analysis for testifying whether the data is valid or not, will be applied.

Moreover, the culture profile will be analyzed with the years of engagement and the size of the companies. The significant differences among the four culture

profiles will be discussed.

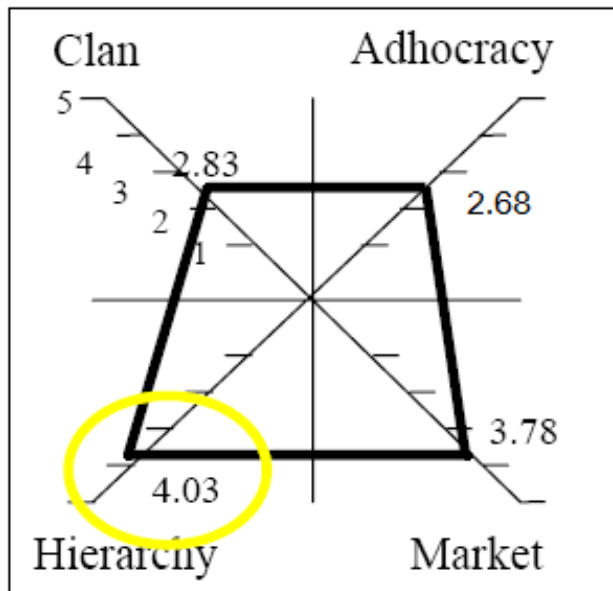
As for the overall culture profile, the results will be achieved by calculating the mean value from all the respondents. Like the individual culture profiles, the overall culture profile will be analyzed by the dimensions of culture.

6.3.1 Organizational Culture Profile of the Respondents

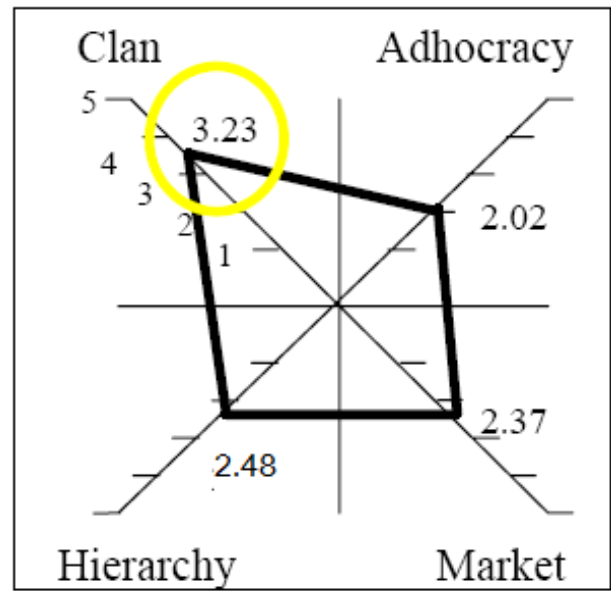
Details of the actual organizational culture profile for each of the responded companies could be referred to the table list in appendix 3.

Below is the general idea of the culture profile of the responded companies.

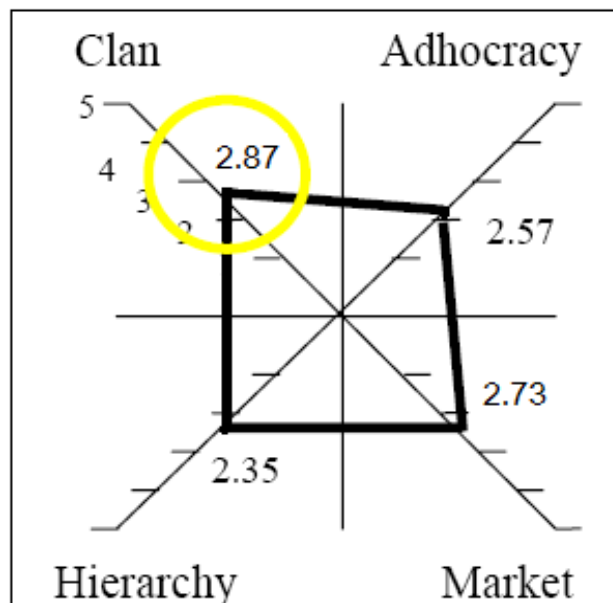
Figure 2: Organizational Culture Profile of the 6 Developers (Company A –
Company F)



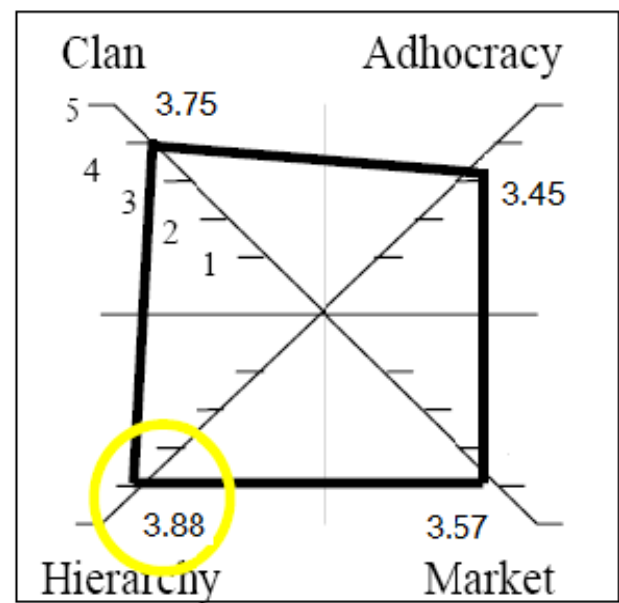
iv) OC Profile: Company A



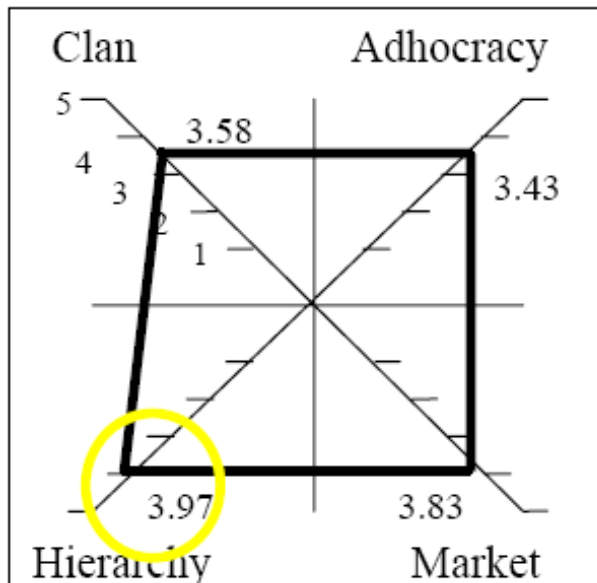
iii) OC Profile: Company B



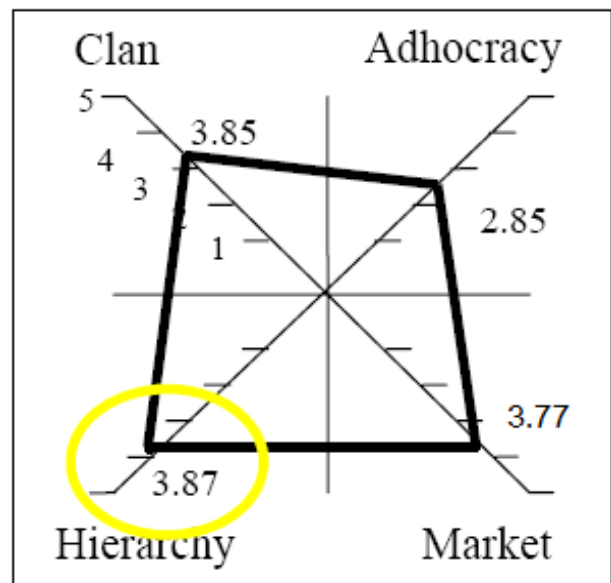
ii) OC Profile: Company C



i) OC Profile: Company D



v) OC Profile: Company E



vi) OC Profile: Company F

Each of the developers has a different culture profile. The yellow circle shown in the above diagrams addresses the strongest culture profile among the four types in the companies.

Looking into the diagrams, the shapes of them look like a sheared square and they indicate that each of them has a different strength in different culture profile.

From the above diagrams, it is clear that out of the 6 companies, 2 companies (Company B and C) are having clan culture as their dominant culture profile, 4 companies (Company A, D, E and F) are having hierarchy

culture as their dominant culture profile. None of the responded companies is having market culture nor adhocracy culture profile. The results are testified by confirmatory factor analysis test and the results show that the data are valid.

6.3.2 Overall Organizational Culture Profile

As for the overall culture profile, the summarized scores are listed according to the six elements of organizational culture in the below table

Table 3: Overall score for OCAI of the responded developers

Overall OC Profile				
	Average Score			
Six Elements of OC	Clan	Adhocrac	Market	Hierarchy
Dominant characteristics	2.83	2.68	3.78	4.03
Organizational leadership	3.23	2.02	2.37	2.48
Management of Employees	2.87	2.57	2.73	2.35
Organizational glue	3.75	3.45	3.57	3.88
Strategic Emphases	3.58	3.43	3.83	3.97
Criteria of Success	3.85	2.85	3.77	3.87
Overall OC Profile	3.35	2.83	3.34	3.43

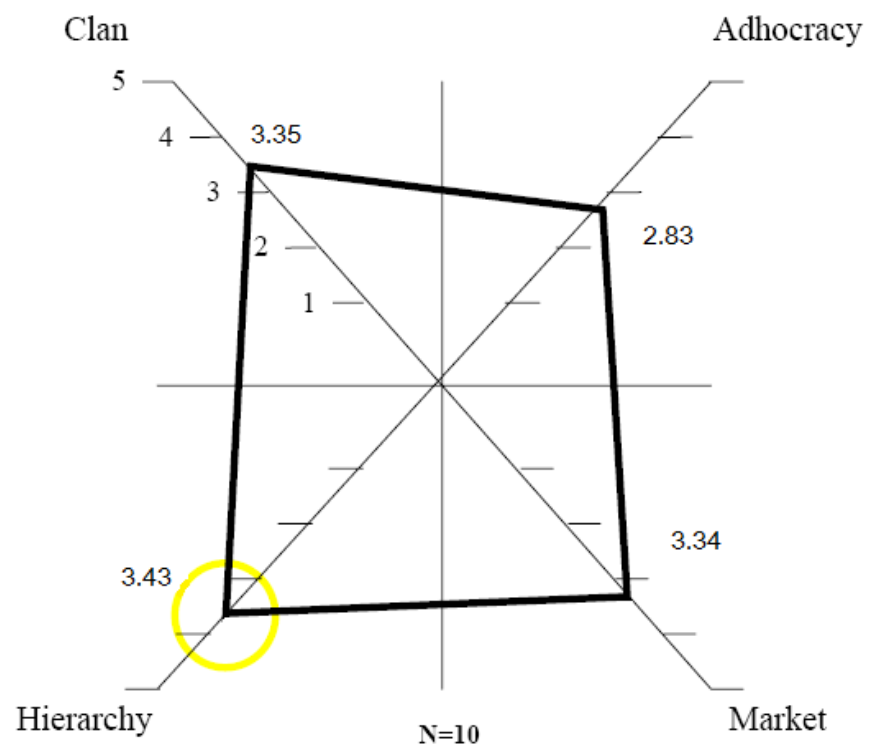
The table shows the overall culture profile of the six responded developers. The overall culture profile is again calculated by using OCAI.

From the table, it is show that the dominant characteristics, organizational

glue, criteria of success and strategic emphases are dominated by hierarchy culture. For management of employees and organizational leadership are dominated by market culture.

Regarding to the data shown in the table above, a diagram of the overall culture profile is plotted below:

Figure 3: Overall organizational profile for the responded developers



The diagram shows that the general scores from each culture value are

quite similar, and adhocracy culture got the greatest difference. Like the individuals, the average overall culture profile diagram is also in sheared square shape. Thus, it shows that there are different strengths in the average overall culture profile. In the overall culture profile, hierarchy culture value is dominating; it is the strongest among the four cultures. On the other hand, adhocracy is the weakest among all.

Besides, understanding the overall picture of the organizational culture profile for the respondents, examination between organizational culture and different aspects will be analyzed using different criteria

6.3.3 Culture Type vs. Year of Engagement

As mentioned in the previous chapter, the strength on different culture type of the organization may be influenced by the years of engagement of the organization. In the following section, this will be examined. The developers are divided into two groups according to their year of engagement. The first group is companies with over or equal to 10 years of engagement and the other group is companies with below 10 years of

engagement. Table below shows the year of engagement and the dominated organizational culture profile of the responded companies.

Table 4: Year of Engagement and Organizational Culture Profile of the Responded Developers

Years of Engagement	Company	Dominated OC Profile
< 10	Company B	Clan
	Company C	Clan
≥ 10	Company A	Hierarchy
	Company D	Hierarchy
	Company E	Hierarchy
	Company F	Hierarchy

From the table above, it seems that companies who have engaged less than 10 years tend to have clan culture dominated. On the other hand, companies who have longer duration tend to be dominated by Hierarchy culture.

This being the general picture; statistic test is needed in order to draw the relationship. Correlation test was carried out to examine the relationship between the years of engagement and the culture profile. The correlation results are shown in the following table.

Table 5 The Correlation between the Year of Engagement and the OC Profile

		Clan	Adhocracy	Market	Hierarchy	Above_or_Equal_Ten_Years	Below_Ten_Years
Spearman's rho	Clan	1.000	.600	.086	-.086	.414	-.414
	Correlation Coefficient						
	Sig. (2-tailed)	.	.208	.872	.872	.414	.414
	N	6	6	6	6	6	6
	Adhocracy	.600	1.000	.600	.543	.828*	-.828*
	Correlation Coefficient						
	Sig. (2-tailed)	.208	.	.208	.266	.042	.042
	N	6	6	6	6	6	6
	Market	.086	.600	1.000	.829*	.828*	-.828*
	Correlation Coefficient						
	Sig. (2-tailed)	.872	.208	.	.042	.042	.042
	N	6	6	6	6	6	6
	Hierarchy	-.086	.543	.829*	1.000	.828*	-.828*
	Correlation Coefficient						
	Sig. (2-tailed)	.872	.266	.042	.	.042	.042
	N	6	6	6	6	6	6
	Above_or_Equal_Ten_Years	.414	.828*	.828*	.828*	1.000	-1.000**
	Correlation Coefficient						
	Sig. (2-tailed)	.414	.042	.042	.042	.	.
	N	6	6	6	6	6	6
	Below_Ten_Years	-.414	-.828*	-.828*	-.828*	-1.000**	1.000
	Correlation Coefficient						
	Sig. (2-tailed)	.414	.042	.042	.042	.	.
	N	6	6	6	6	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The results show that besides clan culture, the correlation between the other culture profiles and year of engagement are significant at the 0.05 level. This means that the effect of the year of engagement upon the three organizational cultures is significant. It also shows that the relationship between companies with <10 years duration and the clan culture are merely by coincident.

To go in-depth, the dominated OC types for each OCAI dimensions

versus the year of engagement are examined and show in the following table

Table 6: The Year of Engagement and the OCAI dimensions

OCAI dimensions	<10	≥ 10
Dominant characteristic	Clan	Hierarchy
Organizational leadership	Clan	Hierarchy
Management of employee	Clan	Hierarchy + Market
Organizational glue	Clan	Hierarchy
Strategic emphases	Clan	Hierarchy
Criteria of success	Clan	Market

This results show that all the OCAI dimensions of the developers with <10 year engagement are dominated by clan culture.

For developers with ≥ 10 years, the dominant characteristic, organizational leadership, organizational glue and strategic emphases are dominated by hierarchy culture while, the management of employee dimension exists with both hierarchy and market culture. Whereas the dimension of criteria of success in developer with ≥ 10 years is dominated by market culture.

6.3.4 Culture Type vs. Size of the Company

In the previous chapter, it is mentioned that some researchers found the significance effect of the size of the company on the type of culture. In the following section, this will be examined. The developers will be divided into two groups according to the size of their company. The size of the company is determined by the number of employees instead of the physical size. The first group is companies with number of employees more than or equal to (\geq) 500 and the other group is companies with number of employees below ($<$) 500. Table 7 shows the size of the company and the dominated organizational culture profile of the responded companies.

Table 7: Size of the company and Organizational Culture Profile of the Responded Developers

Size of the Company	Company	Dominated OC Profile
< 500	Company B	Clan
≥ 500	Company A	Clan
	Company C	Hierarchy
	Company D	Hierarchy
	Company E	Hierarchy
	Company F	Hierarchy

From the table above, it is found that there is only company B has <500 of employees and it has clan culture as the dominated OC profile. For

the other five companies (Company A, Company C, Company D, Company E & Company F), four of the companies are having hierarchy culture profile as their strongest OC profile and one of them is having clan culture as the strongest OC profile.

This is only the general picture; statistic test is done to see if there is any relationship between the two. Like what has been done for the statistic test regarding the aspect of year of engagement, correlation test was applied to examine the relationship between the culture profile and the size of the company. The correlation results are shown in the following table.

Table 8: The Correlation between the Size of the company and the OC Profile

			Clan	Adhocracy	Market	Hierarchy	More_Five	Less_Five
Spearman's rho	Clan	Correlation Coefficient	1.000	.600	.086	-.086	.131	-.131
		Sig. (2-tailed)	.	.208	.872	.872	.805	.805
		N	6	6	6	6	6	6
	Adhocracy	Correlation Coefficient	.600	1.000	.600	.543	.655	-.655
		Sig. (2-tailed)	.208	.	.208	.266	.158	.158
		N	6	6	6	6	6	6
	Market	Correlation Coefficient	.086	.600	1.000	.829*	.655	-.655
		Sig. (2-tailed)	.872	.208	.	.042	.158	.158
		N	6	6	6	6	6	6
	Hierarchy	Correlation Coefficient	-.086	.543	.829*	1.000	.393	-.393
		Sig. (2-tailed)	.872	.266	.042	.	.441	.441
		N	6	6	6	6	6	6
	More_Five	Correlation Coefficient	.131	.655	.655	.393	1.000	-1.000**
		Sig. (2-tailed)	.805	.158	.158	.441	.	.
		N	6	6	6	6	6	6
	Less_Five	Correlation Coefficient	-.131	-.655	-.655	-.393	-1.000**	1.000
		Sig. (2-tailed)	.805	.158	.158	.441	.	.
		N	6	6	6	6	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

None of the significant shown in the above result table is under 0.05 level. Thus, the results are insignificant. This indicates the correlation between the size of the company and OC profile of the companies are insignificant.

To be more specific, the dominated OC types for each OCAI dimensions versus the size of the company are examined and show in table 9.

Table 9: The Size of the Company and the OCAI dimensions

OCAI dimensions	<500	≥ 500
Dominant characteristic	Clan	Hierarchy
Organizational leadership	Clan	Hierarchy
Management of employee	Clan	Market
Organizational glue	Clan	Hierarchy
Strategic emphases	Clan	Hierarchy
Criteria of success	Clan	Market

This results show that all the OCAI dimensions of the developers with <500 of employees are dominated by clan culture.

For companies with ≥ 500 of staffs, the hierarchy organizational culture profile is dominated over the dimension of dominant

characteristic, organizational leadership, organizational glue and strategic emphases. While for the dimension of management of employees and criteria of success, market culture is the strongest organizational culture profile.

6.4 Analysis of Results for Objective Two

Results of the set one questionnaire survey will be examined and analyzed in the following section.

The satisfaction survey is divided into two parts. This first part is focusing on the tenant area while, the second part is focusing on the common areas. Each of the targeted companies is only required to fill in one questionnaire survey for each of the shopping centres they are located. Out of 20, there were 14 companies replied. The overall satisfaction for six shopping centres will be analyzed by summing up the results and a mean value will be taken in both aspects.

Details of the satisfaction of the responded companies obtained through the

questionnaire surveys can be seen to the appendix 4.

6.4.1 Satisfaction on Tenant Areas

In below is the mean value of satisfaction on the tenant areas,

Table 10: The Satisfaction Score of Retail Tenants on Tenants areas

Company/ Question	1	2	3	4
CompanyA	4.29	3.93	4.43	4.50
CompanyB	2.93	2.57	2.86	3.00
CompanyC	2.50	2.43	2.57	2.64
CompanyD	3.00	3.29	3.21	3.36
CompanyE	3.93	3.86	4.14	4.07
CompanyF	3.93	3.71	3.93	3.71

Question 1 in the questionnaire survey is asking about the satisfaction of retail tenants towards the interior construction of the tenant areas during handover. Company A has the highest score of satisfaction.

Question 2 is asking about the satisfaction of retail tenants towards the utilities of the tenant areas. Company A got the highest score at 3.93.

Question 3 asked about the satisfaction on the headroom of the tenant areas. Again, Company A got the highest score.

For the overall satisfaction of the tenant areas, the highest scores was obtained by company A while, company E has the second highest score at 4.07. This followed by company F who has the third place with score at 3.71. The score sequences for the individual aspects and the overall satisfaction are quite similar.

6.4.2 Satisfaction on Common Areas

As for the common area, the results are listed in the following table,

Table 11: The Satisfaction Score of Retail Tenants on Common Areas

Company/ Question	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
CompanyA	4.29	4.29	3.79	4.43	4.07	4.07	4.36	4.36	4.29	4.36	4.00	4.43	3.79	4.36	4.50	4.29	4.00	4.21
CompanyB	3.07	2.71	3.14	2.93	2.86	3.36	3.00	3.14	3.00	3.14	3.21	2.93	2.93	2.86	2.71	3.14	2.93	3.36
CompanyC	2.64	2.43	2.57	2.50	2.86	2.79	2.43	2.36	2.64	2.79	2.93	2.50	2.29	2.57	2.50	2.71	2.64	2.50
CompanyD	3.36	3.43	3.43	3.29	3.36	3.14	3.29	3.29	3.21	3.21	3.29	3.29	3.36	3.36	3.36	3.57	3.43	3.36
CompanyE	4.21	4.14	3.71	3.93	3.93	4.07	4.07	4.14	4.14	3.93	3.86	4.36	3.71	4.36	4.14	4.00	3.71	4.00
CompanyF	4.07	3.64	2.86	3.14	3.64	4.14	3.93	3.93	3.86	3.79	3.57	4.07	3.79	4.00	3.93	3.86	3.71	3.71

Question 5 to Question 20 are cover the important elements of the common areas, for example, the number and location of entrances and exits, vertical transportation, washrooms, building facilities like, air-conditioning, lighting and the service of the management team.

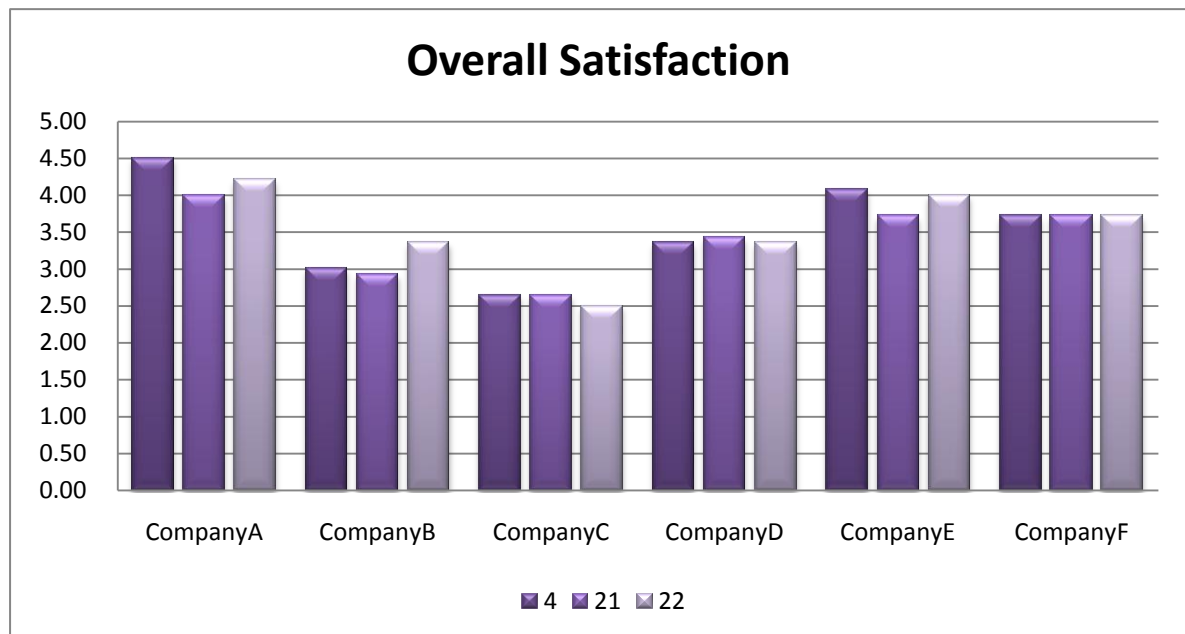
Question 21 in the table listed the overall satisfaction of the layout of the shopping centres, while question 22 listed the overall satisfaction towards the facility management of the shopping centres.

For overall satisfaction of the layout of the shopping centres, company A has the highest satisfaction and it is followed by company E and company F. For overall satisfaction of the facility management of the shopping centres, company A also gets the highest score. Further details will be discussed in next chapter.

6.4.3 Overall Satisfaction

Figure 4 below demonstrates the overall satisfaction of the retail tenants towards the six companies (six shopping centres)

Figure 4: Overall Satisfaction of the Retail Tenants on the Six Companies (Six Shopping Centres)



The data named 4 in the figure shows the overall satisfaction towards the tenant areas of the shopping centres. The data named 21 in the figure shows the overall satisfaction towards the layout of the shopping centres and the data named 22 shows the overall satisfaction towards the facility management of the shopping centres. The satisfactions for these three aspects are quite consistent as shown in the above figure. Company A (shopping centre A) got the highest satisfaction for the three aspects, followed by Company E (shopping centre E).

6.5 Analysis of Results for Objective Three

The results of organizational culture profile of the developers and the satisfaction of the retail tenants can be summarized as below,

Table 12: OC Profile of the developers and the Satisfaction of retail tenants

	Dominated OC Profile	OS of TA	OS of Layout	OS of FM
Company A	Hierarchy	4.50	4.00	4.21
Company B	Clan	3.00	2.93	3.36
Company C	Clan	2.64	2.64	2.50
Company D	Hierarchy	3.36	3.43	3.36
Company E	Hierarchy	4.07	3.71	4.00
Company F	Hierarchy	3.71	3.71	3.71

In the table, the term “OS of TA” stands for the overall satisfaction on tenant areas. The term “OS of Layout” stands for the overall satisfaction on the layout of the shopping centres and the term “OS of FM” stands for the overall satisfaction on the facility management of the shopping centres.

It is noticed that Company E got a similar results as Company A. Both of the companies have hierarchy culture as their dominated organizational culture

profile. The satisfaction of their retail tenants are around 4 for the tenant areas, shopping centres layout and facility management.

On the other hand Company B got similar results as Company C. Both of the companies have Clan culture as their dominated organizational culture profile. The satisfaction scores on the three aspects namely overall satisfaction on tenant areas, overall satisfaction on layout of shopping centres and the overall satisfaction on facility management of the shopping centres are quite similar.

Although this gives us the general picture; statistic test is needed to draw the relationship. Statically, the relationship between the organizational culture profile and satisfaction of the retail tenants can be obtained by applying correlation tests. The correlation results can be found in appendix

Table 13: The correlation results between the OC Profile of the developers and the Overall Satisfaction on Tenant Areas.

			Clan	Adhocracy	Market	Hierarchy
	OS_of_TA	Correlation Coefficient	-.029	.429	.886*	.943**
		Sig. (2-tailed)	.957	.397	.019	.005
		N	6	6	6	6
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

In the above table, it shows the correlation test between the organizational

culture profile of the developers and the overall satisfaction of the tenant areas from the retail tenants. The term “OS_of_TA” stands for the overall satisfaction of tenant areas. Thus, the correlation test shows that among all the culture type, market and hierarchy culture is significantly positively correlated to the overall satisfaction of the retail tenants towards the tenant areas. For clan and adhocracy culture, the results are insignificant. This result give an idea that the stronger the market or hierarchy culture in the developers, the higher the satisfaction level of the retail tenants towards the tenant areas.

Table 14: The correlation results between the OC Profile of the developers and the Overall Satisfaction on Layout of the Shopping Centres.

		Clan	Adhocracy	Market	Hierarchy
OS_of_Layout	Correlation Coefficient	.029	.406	.841*	.899*
	Sig. (2-tailed)	.957	.425	.036	.015
	N	6	6	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

In the above table, it shows the correlation test between the organizational culture profile of the developers and the overall satisfaction of the retail tenants toward the layout of the shopping centres. The term “OS_of_Layout” stands for the overall satisfaction of layout of the shopping centres. Thus, the results show

that among all the culture type, hierarchy culture has the highest correlation coefficient with the overall satisfaction towards the layout of the shopping centres.

In addition, market culture is also significantly positively correlated to the overall satisfaction of retail tenants towards the layout of the shopping centres.

However, for clan and adhocracy culture, the results are insignificant. This means that the higher hierarchy culture dominates in the developers, the higher the satisfaction level of their retail tenants towards the layout of the shopping centres.

Table 15: The correlation results between the OC Profile of the developers and the Overall Satisfaction on Facility Management of the Shopping Centres.

			Clan	Adhocracy	Market	Hierarchy
	OS_of_FM	Correlation Coefficient	-.087	.290	.841*	.899*
		Sig. (2-tailed)	.870	.577	.036	.015
		N	6	6	6	6
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

In the above table, it shows the correlation test between the organizational culture profile of the developers and the overall satisfaction of the retail tenants

toward the facility management of the shopping centres. The term “OS_of_FM” stands for the overall satisfaction of the facility management of the shopping centres. Like the tenant areas and the layout, the correlation between the market and hierarchy cultures and the overall satisfaction towards facility management of the shopping centres are significant at the 0.05 level. This means that the stronger the market or hierarchy culture, the higher the satisfaction level of the retail tenants toward the facility management of the shopping centres.

However, for clan culture, the correlation coefficient is negative. This shows that the data obtained in this research isn't able to prove the correlation is significant. Thus, the results obtained might be coincident.

CHAPTER SEVEN

Discussion

7.1 Introduction

According to the results of the data analysis in chapter 6, further discussion will be made in this chapter. Firstly, on the organizational culture profile of the responded shopping centres developers; the overall organizational culture profile and any relationship with the year of engagement and the size of the company will be discussed as well. Secondly, the satisfaction of retail tenants in the shopping centres will be discussed.

Thirdly, whether there is any relationship between the organizational culture of the developers and the satisfaction level of the retail tenants will be discussed

7.2 Discussion on the Culture Profile of the Respondents

Behaviour and practices of a company is highly dependent on the organizational culture of the company. In this chapter, each respondent company is equal to a developer of a shopping centre. Whether a developer can satisfy the needs and requirement of the retail tenants will have direct impact on the marketability of the shopping centre which in turn may affect the profitability of the developer. It is therefore very important that we understand the organizational culture of the companies. In this research, OCAI instrument and competing values framework are used to assess the current culture profile of the companies.

7.2.1 Culture Profile of the 6 Respondents

The general picture of the 6 companies shows that there are 2 companies (Company B & C) mainly characterized by clan culture and the other 4 companies (Company A, D, E & F) are mainly characterized by hierarchy culture. However, none of the companies are solely dominated by one culture profile.

By going into the details of the culture profile of each responded companies, it is noticeable that the scores are in random pattern instead of regular pattern. Only company B has its six culture dimensions dominated by clan culture. For the other five companies, the six culture dimensions were characterized by different culture profile. Therefore, one can say that companies hold different values in different culture dimensions.

In addition, when looking at the scores of the companies, instead of solely dominated by one strong culture profile, all companies tend to have mixed culture profiles. According to data collected, there is a phenomenon that it is either a mix of clan and market cultures or hierarchy and market cultures.

For companies (Company B and Company C) which have both clan and market cultures characteristics, they tend to have an informal and friendly working environment. In addition, they emphasize the sense of “we-ness”, so they encourage communication between individuals and allow everyone to share the goals and values. For the organizational glue dimension, these companies focus on teamwork, consensus and

participation. The companies with this combination of cultures usually adopt aggressive strategies and controlling over the production level in order to have high control and external focus over the strategic emphases and criteria of success.

For companies (Company A, Company D, Company E and Company F) which have both market and hierarchy cultures characteristics, they tend to have a systematic and structured working environment. Also, they pay more attention on internal focuses over the organizational glue, criteria of success and strategic emphases dimensions. The internal focuses is carried out by means of setting standardized rules and procedures. On the other hand, they have external focuses over the dimension of management of employees. To conclude, these companies focus more on coordinate, control, stability and monitoring.

Moreover, every company has its own background, business structure, own set of values and goals. All these will affect the culture profile of the company. Therefore, among the six companies in this research none of their

organizational culture profile is identical. This also demonstrates the uniqueness of each company.

7.2.2 Overall Culture Profile of the Respondents.

The average overall organizational culture profile of the respondents is obtained by taking the mean of the data collected from the six companies. The results show that majority of the responded companies are stronger in clan, market and hierarchy cultures rather than adhocracy culture.

The characteristics of these companies who are all developers can explain this phenomenon. An encouraging atmosphere, friendly working environment, well business structure, stability, external position focusing are the characteristics required in the development industry. The above named characteristics can be found when companies have clan, market and hierarchy cultures.

7.2.3 Overall Culture Profile vs. Year of Engagement

As mentioned in the previous chapter, some literature and scholars regard the year of engagement of the company as one of the factors affecting the organizational culture. This means that companies may have different culture profile due to their year of engagement. In this research, the responded companies are divided into two groups in order to investigate whether or not the year of engagement will affect the organizational culture. The first group is companies with less than ($<$) 10 years of engagement and the second group is companies with more or equal to (\geq) 10 years of engagement.

The result shows that in general companies with < 10 years of engagement are stronger in clan culture while companies with ≥ 10 years of engagement are having market and hierarchy culture. As for the mix culture companies, they are generally stronger in hierarchy culture than market culture. The culture profile in terms of the six culture dimensions will be further discussed in the following paragraphs.

With regard to the dimension of dominant characteristics, companies with < 10 years of engagement they tend to have clan culture whereas companies with ≥ 10 years of engagement tend to have hierarchy culture.

As for the dimension of organizational leadership, companies with < 10 years of engagement they tend to have clan culture whereas companies with ≥ 10 years of engagement tend to have hierarchy culture. This may be because leaders in companies with longer history (longer years of engagement) have better experiences, understanding and knowledge of the market when compare to leaders in companies with shorter history. Thus, they are better in organizing, monitoring, coordinating, leading and supervising the team. On the contrary, leaders in companies < 10 years of engagement are usually hard-drivers and create competitive environment for employees to achieve the goals. Since these companies believe that competitions will foster productivity.

As for the dimension of management of employees, companies with < 10 years of engagement they tend to have clan culture while companies with ≥ 10 years of engagement they tend to have both market and hierarchy

cultures. This is because companies with <10 years of engagement are relatively new in the market, they are not afraid of changes and new ideas. For companies with ≥ 10 years of engagement they have already established a set of systems. They tend to follow their standard and are looking at high demand of management.

In terms of organizational glue, companies with < 10 years of engagement are stronger in clan culture while companies with ≥ 10 years of engagement are stronger in hierarchy culture. The reasons are a combination of the organizational leadership and the dimension of management of employees.

For the dimension of strategic emphases, companies with < 10 years of engagement they are stronger in clan culture while companies with ≥ 10 years of engagement they have characteristics of both market and hierarchy cultures but more so on hierarchy culture. This can be explained by the different values of the companies. Companies in the group of < 10 years tend to put more emphasis on efficiency. However, the other group with

longer years of engagement tends to focus more on employees' development and develop trust among individuals.

Last but not the least, companies with longer duration tends to have market culture over the aspect of criteria of success. For the shorter duration companies they tend to be dominated by clan culture. This may be because companies who are new tend to be result oriented. They put more focus on achievement and are more aggressive.

In conclusion, the overall culture profiles for companies with ≥ 10 years of engagement are hierarchy and market culture, with bias towards hierarchy culture. Thus, the research result shows that instead of being aggressive, these will establish companies prefer a stable environment. In addition, to profit or revenue, these companies are also focusing on intangible assets, for example, good reputation. Applying this result to the developers of the shopping centres, the developers with longer history have already established a name, a certain reputation. Instead of being aggressive on short term profit and revenue they tend to have more long term vision. They understand having a good reputation and good relationship with the

retail tenants, their business will benefit in the long term. On the contrary, the overall culture profiles for companies with < 10 years of engagement are dominated by clan culture. This result shows companies with shorter duration in the business are aggressive, flexible, results-oriented and more innovative. Looking at the case of developers of shopping centres, because they are new to the market, they have to be efficient, aggressive and innovative in order for them to compete with the well-known developers..

Correlation test was carried out to examine whether the relationship between culture profile and the year of engagement exists. From the test, it is shown that the adhocracy, market and hierarchy cultures are significantly correlated with the year of engagement all having values under 0.05 levels.

7.2.4 Overall Culture Profile vs. Size of the Companies

Some literature and scholars suggest that the size of the companies is one of the factors affecting the type of organizational culture. This means that companies may have different culture profile because of the company size. In this analysis, the size of the companies is determined by the number

of employees. The responded companies are classified into two groups The first group is companies with number of employees less than ($<$) 500 and the second group is companies with number of employees more or equal to (\geq) 500. The data shows that two groups have different organizational culture profile.

In general, companies with < 500 staffs are dominated by clan culture while, companies with ≥ 500 staffs are having market and hierarchy cultures with preferences toward hierarchy culture. The culture profile is further discussed in terms of the six culture dimensions.

In terms of dominant characteristics, companies with < 500 employees tend to have dominance in clan culture and companies with ≥ 500 employees tend to have the dominance in hierarchy culture. The same situation happened in the dimension of organizational leadership, clan culture is the strongest culture profile in companies with < 500 staffs and hierarchy culture is the strongest culture profile in companies with ≥ 500 staffs.

In terms of organizational glue and strategic emphases dimensions, the clan culture is the strongest in the companies with < 500 employees and the hierarchy culture is the strongest in the companies with ≥ 500 employees

In the management of employee dimension and criteria of success dimension, companies with < 500 employees have the tendency of clan culture and companies with ≥ 500 employees have the tendency of market cultures which is different from the other dimensions.

In the real world, policies, procedures and standardized rules are likely to be found in large companies. On the other hand for small companies, friendly and harmony working environment and atmosphere are likely to be found. Thus, interaction and communication are encouraged and emphasized. These characteristics can be acquired through clan and hierarchy cultures. Therefore, large developers are dominated by hierarchy culture and small developers are dominated by clan culture.

It sounds that the size of the company does have significant effect on the dimensions of the organizational culture profile. However, when the

data were further tested with the correlation test, the results show that the correlation between the culture profile and the size of the companies are insignificant with 0.05 levels.

7.3 Discussion on the Satisfaction of the Respondents

There are neither studies nor researches on this subject having been carried out. However, it is important for developers of shopping centres to understand how to satisfy one of their customers- the retail tenants. Questionnaire was despoed to get the respondents' (the retail tenants) view on their satisfaction level towards two main areas of a shopping centre in which they are present. The two main areas are tenant areas and common areas.

7.3.1 Results of the Satisfaction on Tenant Areas

In this section, there are four questions focusing on the satisfaction towards the tenant areas of the shopping centres being asked.

The first question asked about tenant's satisfaction towards the interior construction of the store during handover. The mean of the scores of the 6 shopping centres is 3.43. The shopping centre of company A got the highest scores from the 14 respondents followed by company E and company F.

The second question asked about tenant's satisfaction on building facilities inside the store. Again, the shopping centre of company A got the highest scale of scores from the 14 retail tenants while, followed by company E.

The third question asked about tenant's satisfaction towards the headroom of the store. Like the first two questions, the highest score of satisfaction is achieved by the shopping centre of company A. The mean of this question is 3.52. In comparison, the difference between the overall mean and the score for company A for this question is the greatest among the three questions.

For the overall satisfaction of the tenant areas, the data were collected via question 4 with no surprise shopping centre of company A scores the highest.

In conclusion, shopping centre of company A achieved the highest mark from their retail tenants for the tenant area section. This means the retail tenants of company A are most satisfied with the shopping centre developed and managed by company A in all the aspects on tenant areas be it the interior construction, headroom and building facilities (landlord's provisions). Tenants in shopping centre developed and managed by company C are least satisfied with regards to the tenant areas.

7.3.2 Results of Satisfaction on Common Area

In the second section of the set two questionnaires, the questions were focused on the common areas and there were 18 questions. Important elements like number and location of entrances and exits, vertical transportation, washrooms, building facilities e.g. air-conditioning, lighting and the service of the management team were covered.

The first question was on the satisfaction regarding the number of entrances and exits in the shopping centres. Shopping centre of company A has the highest satisfaction score while, shopping centre of company C has the lowest.

Besides looking at the quantities, the location of the entrances and exits were considered and asked in question two. Again, shopping centre of company A scored the highest and shopping centre of company C scored the lowest.

The satisfaction on the quantities, location and working hours of the washrooms were asked in question 7 to question 9. It seems that retail tenants were satisfied with shopping centres of company A, company D and company E scores for shopping centres of company B, company C and company F were lower than average score.

Furthermore, the satisfaction on the quantities, location and working hours of the lifts were obtained through question 10 to question 12. The results showed that the shopping centres of company A and company E

were the best two and shopping centres of company B and company C were the worst among the samples.

Questions 13 to question 15 of the questionnaire survey were aiming to understand the satisfaction of retail tenants regarding the quantities, location and working hours of the escalators. Like the others aspects, shopping centre of company A had the highest score of satisfaction. The results of company B and company C were below average.

In addition to the above, the lighting system, sir-conditioning system and the services of the facility management team were also studied. The data shows that the satisfaction for company A, company E and company F in these aspects were above mean while, the other companies were below mean. It was also discovered that the scores for the air-conditioning system had the lowest mean. We could say, in general, retail tenants were not quite satisfied with the air-conditioning system of the shopping centres.

Last but not least, the overall satisfaction with the facility management team and the layout of the shopping centres were acquired and presented in

the last two set of data. The results were quite consistent. The mean of the results shows that tenants in the shopping centre of company A was most satisfied while the tenants in shopping centre of company C was the least satisfied.

In conclusion, shopping centre of company A obtained the greatest satisfaction from its retail tenants for both tenant areas and common area section. This means the retail tenants were most satisfied with the shopping centre developed and managed by company A in terms of layout, number of utilities, location of the utilities and the working hours. On the other hand, shopping centre developed and managed by company C had the lowest satisfaction results among the respondents.

7.4 Discussion on the Relationship between Organizational Culture and Satisfaction

In this section of discussion, the relationship between organizational culture of the shopping centre developers and the satisfaction of retail tenants will be divided into three parts to discuss. The first one is the relationship between the

OC profile of shopping centre developers and the overall satisfaction level of retail tenants on tenant areas. The second correlation that will be discussed is the relationship between the OC profile of the shopping centre developers and the overall satisfaction level of retail tenants on the layout of the shopping centres. The third section is focusing on the correlation between the OC profile of the shopping centre developers and the overall satisfaction of retail tenants on the facility management of the shopping centres. The correlations are tested by Spearman Correlation Coefficient. The Spearman Correlation Coefficient is used as a test of association between the two variables. In this research, the organizational culture profile is divided into four culture profiles for analysis, namely, clan, market, adhocracy and hierarchy culture. Thus, the relationship between these four types of culture and the satisfaction level of retail tenants can be investigated. Also, the significant and correlation results can be reviewed

7.4.4 OC Profile vs. Overall Satisfaction on Tenant Areas

From table 13 in the previous chapter, the result shows that the relationship between clan culture and the satisfaction level of retail tenants on tenant areas is negatively correlated. The relationship

between adhocracy culture and the satisfaction level of retail tenants is not very significant, since the significant level is at 0.397 which is very high. Thus, it shows that the relationship is not strong. As for the market culture and the satisfaction level of retail tenants, its relationship is positively correlated and its significant level is at 0.019. The same situation happens on the hierarchy culture as well. Its significant level is at 0.005. Therefore the relationship is strong.

7.4.5 OC Profile vs. Overall Satisfaction on Layout of Shopping Centres

From table 14 in the previous chapter, the result shows that the relationship between clan culture and the satisfaction level of retail tenants on tenant areas is not very significant as the significant level is very high. This means the relation is not strong. The same situation happened in adhocracy culture and the satisfaction level of retail tenants. The significant level is at 0.425. Although the correlation coefficient is positive, the significant level is too high that the relation is not strong. As for the market culture and the satisfaction level of retail tenants, its relationship is positively correlated and its significant

level is at 0.036. The same situation happens on the hierarchy culture as well. Its significant level is at 0.015. Both significant are below 0.05 as required. Therefore the relationship is strong.

7.4.6 OC Profile vs. Overall Satisfaction on Facility Management of Shopping Centres

From table 15 in the previous chapter, the result shows that the relationship between clan culture and the satisfaction level of retail tenants on tenant areas is negatively correlated. This means the relation does not exist. The relationship between adhocracy culture and the satisfaction level of retail tenants, the significant level is at 0.577. Although the correlation coefficient is positive, the significant level is too high that the relation is not strong. As for the market culture and the satisfaction level of retail tenants, its relationship is positively correlated and its significant level is at 0.036. The same situation happens on the hierarchy culture as well. Its significant level is at 0.015. Both significant are below 0.05 as required. Therefore the relationship is strong.

This result implies that the relationships between market culture and satisfaction level of retail tenants, and between hierarchy culture and satisfaction level of retail tenants are exist. This can be explained.

In market culture, the core value is to increase the competitiveness and profitability. In order to obtain this value the developers will ensure the shopping centres are in high standard and quality. Thus, the expectation of the customers- retail tenants can be met and the customers- retail tenants will be satisfied. Therefore, the level of market culture of a developer will affect the satisfaction level of the retail tenants on the product (shopping centres). In conclude, the relationship does exist between market culture and satisfaction of retail tenants.

As for the hierarchy culture, the characteristics are structured and formalized. Developer with stronger hierarchy culture will always have internal standard procedure and rule. In addition, developers with hierarchy culture aim for efficiency and stability. Retail tenants are more willing to have relationship with developers which more stable, instead of risky. As most the retail tenants are looking for long term relationship. Moreover, the retail market is changing and updating every day. To maintain the competitiveness, retail tenants would

prefer developers with higher efficiency, instead of developers which have slow action. Therefore, the level of hierarchy culture of a developer will affect the satisfaction level of the retail tenants on the product (shopping centres). In conclude, the relationship does exist between hierarchy culture and satisfaction of retail tenants.

In Hong Kong, satisfaction level tends to be affected by clan and adhocracy culture. Developers with clan and adhocracy cultures tend to be more innovative, flexible, and stronger in teamwork and human relationship. These characteristics are important elements in the property development industry. However, the results show that this correlation doesn't apply in China market. This may be due to the policy of the Government in Mainland China. Thus, the market is looking for these characteristics. Therefore, the results of research show that the relationship between clan culture and satisfaction level of retail tenants, and between adhocracy culture and satisfaction level of retail tenants don't exist.

CHAPTER EIGHT

Conclusion

8.1 Overall Conclusion

The followings are the objectives stated in the first chapter:

- 1 To understand and diagnose the organizational culture profiles of the shopping centers developers in China.
- 2 To find out the satisfaction level of those retail tenants who have entered the China market towards several aspects of the shopping centres.
- 3 To establish whether there is correlation exists between the organizational culture of the developers and the satisfaction level of the retail tenants.

Objective one is to study and understand the organizational culture profile of the companies who developed and managed shopping centres in China. Overall organizational culture profiles of the developers are also studied. In addition, the relationship between the organizational profile and year of engagement and also in relation to the size of companies are also examined. This objective is achieved through literature reviews, questionnaire surveys, OCAI and statistical tests.

The results of the studies show that most of the organizational culture profiles of the respondent developers are of hierarchy culture, there are only a few which are of clan culture. The results of the tests also show that the adhocracy, market and hierarchy cultures are significantly correlated with the years of engagement at 0.05 levels. However, under the correlation test, the results show that the correlation between the culture profile and the size of the companies are insignificant.

Concept and knowledge on satisfaction is acquired through literature reviews. Data on the satisfaction level of retail tenants were gathered via questionnaire survey. The data obtained were further tested by statistical tests.

Objective two is achieved by analyzing the data obtained through the questionnaires. The research results show that shopping centre developed and managed by company A achieved the highest mark for both tenant area and common area section. . To conclude, retail tenants who are present in company A's shopping centre are most satisfied. In contrary, shopping centre developed and managed by company C had the lowest satisfaction results.

Objective three is to find out whether there is any relationship between the organizational culture of a shopping centre developer and the satisfaction level of its retail tenants. The results show that there is clear correlation between hierarchy, market culture and the satisfaction level of retail tenants .Moreover, this relationship is proved to be quite significant.

For adhocracy culture, the correlation coefficient between the organizational culture and the satisfaction level of retail tenants is positive however the significant level is greater than 0.05. Thus, the results are not considered as conclusive and significant. This may be a result of pure chance and probability.

As for clan culture, the results show that the correlation coefficient between the organizational culture and the satisfaction of retail tenants towards the tenant areas and the facility management of the shopping centre are both negative. Although the results show that the correlation coefficient between clan culture and the satisfaction level of retail tenants towards the layout of the shopping centres is positive, it is insignificant at 0.05 level.

Therefore it is found in this research that the relationships between hierarchy culture and satisfaction level of retail tenants, and between market culture and satisfaction level of retail tenants do exist and are significant.

8.2 Limitations of the research

Although efforts have been put to do the research, there are still a few limitations in the results. One of the limitations is the insufficient sample size. It is important to have a bigger sample size to enhance the accuracy and validity of the results. In this research, the sample size for both sets of questionnaire covering the developers and the retail tenants are relatively small in comparison to the whole retail sector market. Therefore the results cannot provide a conclusive idea.

Another limitation in this research is the use of questionnaire. Different people may interpret the questions differently; this may affect the accuracy of the results. Moreover, though instructions were given, there is no way to ensure the respondents answered the questions honestly which in turn will affect the reliability of the data.

8.3 Recommendation for further study

Some suggestions for possible future study are presented in light of the limitations in section 8.2.

In this study, relationship between organizational culture of shopping centre developers and satisfaction level of retail tenants has been studied. Yet, only a small portion of the developers and retail tenants are included due to limited resources. Although there seems to be relationship established between the two, the results and conclusion are not conclusive enough. Therefore, further studies are suggested to cover a wider range of sample size.

Moreover, the satisfaction level of the retail tenants is only limited to two aspects, the tenant areas and the common areas. Further studies can go more in-depth and include other aspects e.g. the leasing team of the shopping centres.

Furthermore, the data and results are obtained through questionnaire surveys only. Other methods of obtaining information are recommended in further studies, for example, interview in high recommended. This can help getting a more detail and reliable results.

When a clear relationship between the organizational culture profile of a company/developer and the satisfaction level of the retail tenants can be established, it can help companies/ developers to improve and implement effective management strategies to satisfy one of their main customers – the retail tenants. This will help the developers to compete in this competitive market.

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Appendices

Appendix 1 Sample of Set 1 Questionnaire Survey

Cover Letter for the Questionnaire Survey

Dear Sir/ Madam,

2nd March 2010

Re: Questionnaire Survey for Final Year Dissertation

I am a year 3 student of the Department of Real Estate and Construction in the University of Hong Kong. I am now working on my dissertation, titled "Examination of the Relationship between Organizational culture and satisfaction of retailers in China."

In my research, the relationship between organizational culture and satisfaction of retailers will be reviewed. Practical information from the retail industry is needed. I would be grateful if you can offer your kind assistance by completing the attached questionnaire. All the information provided is highly confidential. Data collected will be used solely for academic purposes. It is estimated that the questionnaire will take less than 15 minutes to complete. Your help will surely contribute to the success of my dissertation.

Finally, I would like to express my greatest appreciation to thank for your kind attention and grateful help. The questionnaire is divided into two sections. Instructions are indicated at the beginning of each section. After completing the questionnaire, please e-mail to me at liliankok8883@hotmail.com .In order for me to compile the data and prepare the final report, I would appreciate if you can return the completed questionnaire by no later than 11 March . Should you have any queries , please feel free to contact me through e-mail liliankok8883@hotmail.com or my mobile at 852-61103401. Thank you very much for your help.

Yours faithfully,
Kok E-Ling, Lilian

Questionnaire- Set 1

General Instructions

The aim of this questionnaire is to understand your company as a whole. You have to treat yourself as a typical representative of your company when answering it. It is promised that all your responses will be kept completely CONFIDENTIAL. All information will be used for academic study only. You are reminded to give frank and serious view in the answers. After filling the questionnaire, please return by e-mail liliankok8883@hotmail.com or by the returned envelope. For any enquires, please call me at 61103401. Thanks so much for your kind attention.

Section I: Company Profile

Instructions for Section I

In this section please fill in/ choose the information on behalf of your company in order to obtain the background information of the company. All information will be kept CONFIDENTIAL completely.

1. Name of Respondent Company

2. Years of engagement in construction industry

Years

3. Total number of employees

<200

201-400

401-600

>600

4. Your position in respondent Company

--End of Section One--

Section II Organizational Culture of your company

This section of the questionnaire is for measuring the organizational culture of your company. Please circle the number which indicates the best description of the organizational culture of your company. You are reminded that your scoring of high or low does not indicate good or bad organizational culture.

Instructions for Section II

Explanations of the scale

- 1 - This statement never applies to your company.
- 2 - This statement seldom applies to your company.
- 3 - This statement sometimes applies to your company.
- 4 - This statement applies to your company most of the time.
- 5 - This statement always applies to your company.

Question	Never Apply				Always Apply
1. The organization is a very personal place. It is like an extended family. People seem to share a lots of themselves.	1	2	3	4	5
2. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	1	2	3	4	5
3. The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	1	2	3	4	5
4. The organization is a very controlled and structured place. Formal procedures generally govern what people do.	1	2	3	4	5
5. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	1	2	3	4	5
6. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	1	2	3	4	5

7. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	1	2	3	4	5
8. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	1	2	3	4	5
9. The management style in the organization is characterized by teamwork, consensus, and participation.	1	2	3	4	5
10. The management style in the organization is characterized by individual risk-taking, innovation, freedom and uniqueness.	1	2	3	4	5
11. The management style in the organization is characterized by harddriving competitiveness, high demands and achievement.	1	2	3	4	5
12. The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationships.	1	2	3	4	5
13. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	1	2	3	4	5
14.The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	1	2	3	4	5
15.The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	1	2	3	4	5
16. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	1	2	3	4	5
17. The organization emphasizes human development. High trust, openness and participation persist.	1	2	3	4	5
18.The organization emphasizes acquiring new resources and Creating new challenges. Trying new things and prospecting for					

Opportunities are valued. 1 2 3 4 5

19. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. 1 2 3 4 5

20. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. 1 2 3 4 5

21. The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people. 1 2 3 4 5

22. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. 1 2 3 4 5

23. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. 1 2 3 4 5

24. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical. 1 2 3 4 5

--This is the end of Section II--

Appendix 2 Sample of Set 2 Questionnaire Survey

Cover Letter for the Questionnaire Survey

Dear Sir/ Madam,

2nd March 2010

Re: Questionnaire Survey for Final Year Dissertation

I am a year 3 student of the Department of Real Estate and Construction in the University of Hong Kong. I am now working on my dissertation, titled "Examination of the Relationship between Organizational culture and satisfaction of retailers in China."

In my research, the relationship between organizational culture and satisfaction of retailers will be reviewed. Practical information from the retail industry is needed. I would be grateful if you can offer your kind assistance by completing the attached questionnaire. All the information provided is highly confidential. Data collected will be used solely for academic purposes. It is estimated that the questionnaire will take less than 15 minutes to complete. Your help will surely contribute to the success of my dissertation.

Finally, I would like to express my greatest appreciation to thank for your kind attention and grateful help. The questionnaire is divided into two sections. Instructions are indicated at the beginning of each section. After completing the questionnaire, please e-mail to me at liliankok8883@hotmail.com. In order for me to compile the data and prepare the final report, I would appreciate if you can return the completed questionnaire by no later than 11 March. Should you have any queries, please feel free to contact me through e-mail liliankok8883@hotmail.com or my mobile at 852-61103401. Thank you very much for your help.

Yours faithfully,
Kok E-Ling, Lilian

Questionnaire- Set 2

General Instructions

The aim of this questionnaire is to understand the view point of your company in any China developments. You have to treat yourself a typical representative of your company when answering it. Please be assured that all your responses will be kept strictly CONFIDENTIAL. All information will be used for academic study only. You are reminded to give frank and serious view in the answers. After filling the questionnaire, please return by e-mail to liliankok8883@hotmail.com . For any enquires, please call Lilian Kok at 61103401. Thanks so much for your kind attention.

Section I: Company Profile

Instructions for Section I

In this section please fill in/ choose the information on behalf of your company . All information will be kept CONFIDENTIAL .

5. Name of Respondent Company

6. Years of engagement in retail industry

Years

7. Total number of employees

<200

201-400

401-600

>600

8. Your position in respondent Company

--End of Section One--

Section II Satisfaction with the shopping mall

Instructions for Section II

This section of the questionnaire is for measuring your satisfaction on the various aspects of the shopping mall.

Please indicate the extent to which you are satisfied or dissatisfied on the various aspects using the following scale. Please type the number (scale) on the line based on the following explanation. For different shopping malls/ developers please fill in different form.

Explanation of the scale

- 1 – I am Very Dissatisfied with this aspect
- 2 – I am Dissatisfied with this aspect.
- 3 – I am Neither satisfied nor dissatisfied with this aspect
- 4 – I am Satisfied with this aspect
- 5 – I am Very Satisfied with this aspect

Name of the shopping mall/ developer: _____

Question	Scale of satisfaction
<u>Tenant Area</u>	
1. The interior construction of the store during handover.	_____
2. The building facilities inside the store	_____
3. The headroom of the store	_____
4. The overall satisfaction of the tenant area	_____
<u>Common Area</u>	
5. The number of entrances and exits for the Shopping mall.	_____
6. The location of the entrances and exits	_____
7. The number of washrooms	_____
8. The location of the washrooms	_____

9. The working time of the washrooms _____
10. The number of lifts in shopping mall _____
11. The location of the lifts in the shopping mall _____
12. The working time of the lifts in the shopping mall _____
13. The number of escalators in the shopping mall _____
14. The location of the escalators in the shopping mall _____
15. The working time of the escalators in the shopping mall _____
16. The lighting system of the shopping mall _____
17. The air conditioning provisions of the shopping mall _____
18. The services provided by the management team _____
19. The responsiveness of the facility management team if
there is any problem or accident happen _____
20. The time taken for the facility management team to solve the problem _____
21. The overall satisfaction with the layout of the shopping mall _____
22. The overall satisfaction with the facility management team _____

--End of Section Two--

Appendix 3 Individual Culture scoring of the responded companies

OC Profile of Developer A				
	Average Score			
Six Elements of OC	Clan	Adhocracy	Market	Hierarchy
Dominant characteristics	2.90	3.20	3.80	4.40
Organizational leadership	3.00	2.60	3.70	4.20
Management of Employees	2.60	2.70	4.00	3.80
Organizational glue	2.60	2.60	3.70	4.30
Strategic Emphases	3.10	2.30	4.30	4.20
Criteria of Success	2.80	2.70	3.20	3.30
Overall OC Profile	2.83	2.68	3.78	4.03
OC Profile of Developer B				
	Average Score			
Six Elements of OC	Clan	Adhocracy	Market	Hierarchy
Dominant characteristics	3.10	2.00	2.60	2.60
Organizational leadership	3.10	2.20	2.30	2.50
Management of Employees	3.20	1.50	2.40	2.40
Organizational glue	3.40	2.10	2.40	2.60
Strategic Emphases	2.90	2.00	2.40	2.80
Criteria of Success	3.50	2.30	2.10	2.00
Overall OC Profile	3.20	2.02	2.37	2.48
OC Profile of Developer C				
	Average Score			
Six Elements of OC	Clan	Adhocracy	Market	Hierarchy
Dominant characteristics	3.10	3.20	2.30	1.70
Organizational leadership	3.10	2.60	3.10	2.30
Management of Employees	3.10	2.60	3.20	2.00
Organizational glue	2.60	2.30	2.00	2.50
Strategic Emphases	2.50	2.30	2.80	2.10
Criteria of Success	2.80	2.40	3.00	3.50
Overall OC Profile	2.87	2.57	2.73	2.35

OC Profile of Developer D				
	Average Score			
Six Elements of OC	Clan	Adhocracy	Market	Hierarchy
Dominant characteristics	3.60	3.20	3.50	4.20
Organizational leadership	3.80	3.80	4.30	4.00
Management of Employees	4.00	3.60	2.90	3.80
Organizational glue	3.00	3.30	3.20	4.30
Strategic Emphases	4.10	3.80	3.20	4.00
Criteria of Success	3.70	3.00	4.30	3.00
Overall OC Profile	3.70	3.45	3.57	3.88
OC Profile of Developer E				
	Average Score			
Six Elements of OC	Clan	Adhocracy	Market	Hierarchy
Dominant characteristics	3.00	3.00	3.30	4.40
Organizational leadership	3.60	3.80	3.60	4.20
Management of Employees	3.50	2.80	4.30	2.90
Organizational glue	3.70	3.50	3.50	4.30
Strategic Emphases	3.80	3.90	4.30	4.20
Criteria of Success	3.90	3.60	4.00	3.80
Overall OC Profile	3.58	3.43	3.83	3.97
OC Profile of Developer F				
	Average Score			
Six Elements of OC	Clan	Adhocracy	Market	Hierarchy
Dominant characteristics	4.10	2.90	3.80	3.80
Organizational leadership	3.80	3.00	3.90	4.10
Management of Employees	3.70	2.90	3.60	4.30
Organizational glue	4.00	3.00	3.40	2.90
Strategic Emphases	3.60	2.60	3.60	3.80
Criteria of Success	3.90	2.70	4.30	4.30
Overall OC Profile	3.85	2.85	3.77	3.87

Appendix 4a Individual Satisfaction scoring of the responded companies

Company A

Tenant Area			Common Area																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
4	4	4	5	4	4	3	4	3	3	4	4	5	5	4	4	3	4	4	4	4	3		
4	4	4	4	4	4	3	5	3	4	4	4	4	4	3	4	4	4	4	4	4	4		
5	5	4	4	5	4	5	5	4	3	5	5	5	5	4	5	4	4	5	5	3	4		
3	3	4	4	4	4	3	4	3	4	4	4	4	4	3	4	3	3	4	4	4	4		
5	5	5	5	5	5	4	5	5	4	5	4	4	5	5	5	4	4	5	4	5	5		
5	4	5	5	5	5	4	5	4	4	4	5	4	4	4	4	5	4	5	5	5	4		
4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	5	4	5	4	4	4	4		
3	3	4	4	4	5	3	4	4	4	4	4	4	4	4	4	3	4	4	4	3	4		
4	4	5	5	5	4	5	5	5	5	4	4	5	5	5	5	4	5	5	5	4	5		
4	5	5	5	4	4	4	5	5	4	5	5	5	5	5	5	4	5	5	4	5	5		
5	3	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4		
5	3	5	5	4	4	3	3	4	5	5	5	4	4	3	4	3	5	5	4	3	4		
5	4	5	5	4	5	4	5	5	5	5	5	4	4	4	5	4	5	5	5	4	5		
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4		
4.3	3.9	4.4	4.5	4.3	4.3	3.8	4.4	4.1	4.1	4.4	4.4	4.3	4.4	4	4.4	3.8	4.4	4.5	4.3	4	4.2		

Appendix 4b Individual Satisfaction scoring of the responded companies

Company B

Tenant Area			Common Area																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
3	3	2	3	2	2	3	4	3	3	4	4	3	3	3	3	3	2	2	3	3	3		
3	2	3	3	3	3	3	3	3	4	4	3	4	4	3	4	4	3	4	3	4	4		
3	3	3	4	3	3	3	3	4	3	3	3	3	3	4	3	4	3	3	3	4	3		
3	3	4	4	4	3	3	3	3	4	3	3	2	4	3	3	3	3	3	3	2	3		
4	3	2	3	2	2	3	3	3	3	2	4	3	2	4	3	3	4	2	4	2	3		
3	3	2	3	4	3	4	3	3	4	3	3	2	3	2	2	2	2	3	2	3	3		
3	2	2	3	3	2	4	2	2	3	4	2	4	2	4	2	3	2	3	4	3	4		
2	2	3	2	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	2	3	4		
3	2	3	2	3	2	2	3	3	3	3	3	2	3	3	2	2	3	3	3	2	3		
2	2	3	3	3	3	3	2	2	3	2	3	3	3	2	3	2	3	2	3	3	3		
3	3	4	3	4	3	3	3	4	4	3	4	3	3	4	4	3	3	2	4	3	3		
4	3	3	4	3	4	3	4	3	3	3	2	4	4	3	4	3	3	3	4	3	4		
2	3	3	2	2	2	4	2	2	4	2	4	3	4	4	3	3	3	2	3	3	4		
3	2	3	3	4	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3		
2.9	2.6	2.9	3	3.1	2.7	3.1	2.9	2.9	3.4	3	3.1	3	3.1	3.2	2.9	2.9	2.9	2.7	3.1	2.9	3.4		

Appendix 4c Individual Satisfaction scoring of the responded companies

Company C

Tenant Area				Common Area																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
2	2	2	2	2	2	2	2	3	3	2	2	3	3	3	3	3	2	2	3	3	2		
3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3		
2	2	3	3	3	3	3	3	4	3	3	3	3	4	3	4	2	3	3	3	2	3		
3	3	2	2	2	2	2	2	3	3	2	2	2	3	3	2	2	2	3	3	2	3		
2	3	2	3	2	2	3	3	3	2	2	2	3	2	3	2	1	3	2	3	2	2		
3	3	2	3	4	3	4	3	3	4	3	3	2	3	3	2	2	2	3	2	3	3		
2	2	2	2	3	3	3	2	2	3	3	2	3	2	3	2	1	2	3	3	3	3		
2	2	3	2	2	2	2	2	2	2	1	1	2	2	2	1	2	2	2	2	2	2		
2	2	2	2	3	1	1	3	3	2	2	3	2	3	3	2	3	3	3	2	3	2		
2	3	3	2	2	2	2	2	3	3	2	2	3	3	3	3	2	2	2	2	3	2		
4	3	3	4	4	3	3	3	3	2	3	2	3	3	3	2	3	3	2	3	2	2		
3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3		
3	2	3	3	2	2	2	2	2	3	2	2	2	2	3	3	3	3	2	3	3	2		
2	2	3	3	2	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3		
2.5	2.4	2.6	2.6	2.6	2.4	2.6	2.5	2.9	2.8	2.4	2.4	2.6	2.8	2.9	2.5	2.3	2.6	2.5	2.7	2.6	2.5		

Appendix 4d Individual Satisfaction scoring of the responded companies

Company D

Tenant Area				Common Area																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
3	3	2	3	3	4	3	3	3	3	2	3	2	3	3	3	3	3	3	4	4	3		
3	3	3	3	3	3	3	3	3	2	3	3	4	3	3	3	3	3	3	3	3	3		
3	3	4	4	4	3	4	3	4	3	3	3	3	3	4	3	4	4	3	4	3	4		
2	3	4	3	4	4	4	4	3	3	3	3	3	3	3	3	3	3	4	3	3	3		
4	4	3	4	4	3	4	3	4	4	4	4	4	3	4	3	4	4	3	4	4	4		
3	3	3	3	3	3	3	3	4	4	4	3	3	3	3	4	3	3	3	4	3	3		
4	4	4	4	3	3	4	4	3	3	3	4	4	4	4	3	4	3	4	4	4	4		
3	3	4	4	4	4	3	4	4	4	4	4	4	4	4	4	3	4	4	4	3	4		
4	4	3	4	3	4	4	4	3	3	4	4	3	3	3	4	4	4	3	3	4	4		
3	4	4	3	4	4	4	3	3	3	3	3	4	3	3	3	3	3	3	4	4	3		
3	3	2	3	3	3	3	4	4	3	3	3	3	4	4	3	4	3	4	4	4	3		
3	3	4	3	4	4	3	3	3	3	4	3	3	4	3	4	3	4	4	4	3	4		
2	3	3	3	3	3	4	3	3	3	4	3	3	3	3	3	4	3	3	2	3	3		
2	3	2	3	2	3	2	2	3	3	2	3	2	2	2	3	2	3	3	3	3	2		
3	3.3	3.2	3.4	3.4	3.4	3.4	3.3	3.4	3.1	3.3	3.3	3.2	3.2	3.3	3.3	3.4	3.4	3.4	3.6	3.4	3.4		

Appendix 4e Individual Satisfaction scoring of the responded companies

Company E

Tenant Area			Common Area																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
4	4	4	5	4	4	3	4	3	3	4	4	4	3	4	4	3	4	4	3	3	3		
4	4	4	4	4	4	3	4	3	4	4	4	4	4	3	4	4	4	4	4	4	4		
4	5	4	4	5	4	4	4	4	5	4	5	5	4	4	4	4	4	5	5	4	4		
3	3	4	4	4	4	3	4	3	4	4	4	4	4	3	4	3	3	4	4	4	4		
5	5	5	5	5	5	4	5	5	4	5	4	5	5	5	5	4	4	5	4	5	5		
4	4	4	4	4	4	4	3	4	4	3	3	4	3	4	4	3	4	3	3	3	3		
3	3	4	3	4	4	4	3	4	3	4	3	3	4	4	5	4	5	4	4	4	4		
5	4	4	4	4	5	3	4	4	4	4	4	4	4	3	4	3	4	4	4	3	4		
4	4	5	4	5	4	5	5	5	5	4	4	5	5	5	5	4	5	5	5	4	5		
4	4	3	3	4	3	4	3	3	4	3	4	3	3	4	4	4	4	3	3	3	3		
4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	4	4	4		
3	3	4	4	4	4	3	3	4	5	5	5	4	4	3	4	3	5	5	4	3	4		
4	4	4	4	4	4	4	5	5	4	4	5	4	4	4	5	4	5	4	5	4	4		
4	4	5	5	4	5	4	4	4	4	5	5	5	4	4	5	5	5	4	4	4	5		
3.9	3.9	4.1	4.1	4.2	4.1	3.7	3.9	3.9	4.1	4.1	4.1	4.1	3.9	3.9	4.4	3.7	4.4	4.1	4	3.7	4		

Appendix 4f Individual Satisfaction scoring of the responded companies

Company F

Tenant Area			Common Area																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
4	4	3	3	4	3	2	2	3	4	3	4	3	3	4	4	4	3	3	3	3	3		
4	4	4	4	4	4	3	4	3	4	4	3	4	4	3	4	4	4	4	4	4	4		
4	5	4	4	5	4	4	4	4	5	4	5	5	4	4	4	4	4	5	5	4	4		
4	4	4	4	4	4	3	4	4	4	4	4	4	4	3	4	3	4	4	4	4	4		
4	3	4	3	3	3	2	2	3	4	3	4	4	3	3	3	4	4	3	4	5	3		
4	3	3	3	4	3	2	3	3	4	3	3	3	3	4	4	3	4	3	3	3	3		
3	3	4	3	4	4	4	3	4	3	4	3	3	4	4	5	4	5	4	4	4	4		
5	4	4	4	4	5	3	4	4	4	5	4	4	4	3	4	3	4	4	4	3	4		
4	4	5	4	5	4	4	4	5	5	4	4	5	5	4	5	5	5	5	5	4	5		
4	4	3	3	4	3	2	3	3	4	3	4	3	3	4	4	4	4	3	3	3	3		
4	3	4	4	4	3	3	3	4	4	4	3	4	4	4	3	4	3	4	4	4	4		
3	3	4	4	4	4	3	3	4	5	5	5	4	4	3	4	3	5	5	4	3	4		
4	4	4	4	4	4	3	3	3	4	4	4	3	4	3	4	3	4	4	4	4	4		
4	4	5	5	4	3	2	2	4	4	5	5	5	4	4	5	5	3	4	3	4	3		
3.9	3.7	3.9	3.7	4.1	3.6	2.9	3.1	3.6	4.1	3.9	3.9	3.9	3.8	3.6	4.1	3.8	4	3.9	3.9	3.7	3.7		

Appendix 5 Nonparametric Correlations- OC Profile vs. Year of Engagement

Correlations

			Clan	Adhocracy	Market	Hierarchy	Above_or_Equal_Ten_Years	Below_Ten_Years
Spearman's rho	Clan	Correlation Coefficient	1.000	.600	.086	-.086	.414	-.414
		Sig. (2-tailed)	.	.208	.872	.872	.414	.414
		N	6	6	6	6	6	6
	Adhocracy	Correlation Coefficient	.600	1.000	.600	.543	.828*	-.828*
		Sig. (2-tailed)	.208	.	.208	.266	.042	.042
		N	6	6	6	6	6	6
	Market	Correlation Coefficient	.086	.600	1.000	.829*	.828*	-.828*
		Sig. (2-tailed)	.872	.208	.	.042	.042	.042
		N	6	6	6	6	6	6
	Hierarchy	Correlation Coefficient	-.086	.543	.829*	1.000	.828*	-.828*
		Sig. (2-tailed)	.872	.266	.042	.	.042	.042
		N	6	6	6	6	6	6
	Above_or_Equal_Ten_Years	Correlation Coefficient	.414	.828*	.828*	.828*	1.000	-1.000**
		Sig. (2-tailed)	.414	.042	.042	.042	.	.
		N	6	6	6	6	6	6
	Below_Ten_Years	Correlation Coefficient	-.414	-.828*	-.828*	-.828*	-1.000**	1.000
		Sig. (2-tailed)	.414	.042	.042	.042	.	.
		N	6	6	6	6	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 6 Nonparametric Correlations- OC Profile vs. Size of Company

Correlations

			Clan	Adhocracy	Market	Hierarchy	More_Five	Less_Five
Spearman's rho	Clan	Correlation Coefficient	1.000	.600	.086	-.086	.131	-.131
		Sig. (2-tailed)	.	.208	.872	.872	.805	.805
		N	6	6	6	6	6	6
	Adhocracy	Correlation Coefficient	.600	1.000	.600	.543	.655	-.655
		Sig. (2-tailed)	.208	.	.208	.266	.158	.158
		N	6	6	6	6	6	6
	Market	Correlation Coefficient	.086	.600	1.000	.829*	.655	-.655
		Sig. (2-tailed)	.872	.208	.	.042	.158	.158
		N	6	6	6	6	6	6
	Hierarchy	Correlation Coefficient	-.086	.543	.829*	1.000	.393	-.393
		Sig. (2-tailed)	.872	.266	.042	.	.441	.441
		N	6	6	6	6	6	6
	More_Five	Correlation Coefficient	.131	.655	.655	.393	1.000	-1.000**
		Sig. (2-tailed)	.805	.158	.158	.441	.	.
		N	6	6	6	6	6	6
	Less_Five	Correlation Coefficient	-.131	-.655	-.655	-.393	-1.000**	1.000
		Sig. (2-tailed)	.805	.158	.158	.441	.	.
		N	6	6	6	6	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 7 Nonparametric Correlations- OC Profile vs. Satisfaction level of retail tenants

Correlations

			Clan	Adhocracy	Market	Hierarchy	OS_of_TA	OS_of_Layout	OS_of_FM
Spearman's rho	Clan	Correlation Coefficient	1.000	.600	.086	-.086	-.029	.029	-.087
		Sig. (2-tailed)	.	.208	.872	.872	.957	.957	.870
		N	6	6	6	6	6	6	6
	Adhocracy	Correlation Coefficient	.600	1.000	.600	.543	.429	.406	.290
		Sig. (2-tailed)	.208	.	.208	.266	.397	.425	.577
		N	6	6	6	6	6	6	6
	Market	Correlation Coefficient	.086	.600	1.000	.829*	.886*	.841*	.841*
		Sig. (2-tailed)	.872	.208	.	.042	.019	.036	.036
		N	6	6	6	6	6	6	6
	Hierarchy	Correlation Coefficient	-.086	.543	.829*	1.000	.943**	.899*	.899*
		Sig. (2-tailed)	.872	.266	.042	.	.005	.015	.015
		N	6	6	6	6	6	6	6
	OS_of_TA	Correlation Coefficient	-.029	.429	.886*	.943**	1.000	.986**	.986**
		Sig. (2-tailed)	.957	.397	.019	.005	.	.000	.000
		N	6	6	6	6	6	6	6
	OS_of_Layout	Correlation Coefficient	.029	.406	.841*	.899*	.986**	1.000	.971**
		Sig. (2-tailed)	.957	.425	.036	.015	.000	.	.001
		N	6	6	6	6	6	6	6
	OS_of_FM	Correlation Coefficient	-.087	.290	.841*	.899*	.986**	.971**	1.000
		Sig. (2-tailed)	.870	.577	.036	.015	.000	.001	.
		N	6	6	6	6	6	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).